

# Public Document Pack

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16 July 2021

## Cabinet

A meeting of the Committee will be held at **10.30 am** on **Tuesday, 27 July 2021** at **County Hall, Chichester, PO19 1RQ**.

**Note:** In response to continuing public health measures, there will be limited public access to the meeting. Admission is by ticket only, bookable in advance via: [democratic.services@westsussex.gov.uk](mailto:democratic.services@westsussex.gov.uk)).

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

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

## 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.
- 10.35 am     2.     **Minutes** (Pages 5 - 6)
- Cabinet Members are asked to agree the minutes of the meeting held on 8 June 2021 (cream paper).
- 10.40 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.
- 10.45 am     4.     **Early Help Service Redesign (CAB02\_21/22)** (To Follow)
- Report by the Executive Director of Children, Young People and Learning.
- The Cabinet will be asked to agree recommendations to implement a revised Early Help service offer.

The Cabinet Member for Children and Young People will introduce the report.

The Chairman of the Children and Young People's Services Scrutiny Committee will be invited to speak for up to three minutes to provide the views of the Committee on the report.

Each of the main minority group leaders will be invited to speak for up to three minutes each on the report.

The Cabinet will then discuss the report and proposals prior to taking any decision.

- 11.30 am      5.      **Health and Social Care Integration (CAB03\_21/22)** (Pages 7 - 24)

Report by the Executive Director of Adults and Health.

Cabinet is asked to agree the recommendations in the report which set out how the county council will work with partners to commission and deliver integrated care in line with new legislation, as well as appointments to NHS Hospital Trusts.

The Cabinet Member for Adults Services will introduce the report.

The Chairman of the Health and Adults Social Care Scrutiny Committee will be invited to speak for up to three minutes to provide the views of the Committee on the report.

Each of the main minority group leaders will be invited to speak for up to three minutes each on the report.

The Cabinet will then discuss the report and proposals prior to taking any decision.

- 12.05 pm      6.      **Quarterly Performance Monitor (a) and Quarterly Capital Programme (b)**

The Cabinet Member for Finance and Property will introduce the reports.

The Chairman of the Performance & Finance Scrutiny Committee will be invited to speak for up to three minutes to provide the views of the Committee on the QPM Outturn report.

Each of the main minority group leaders will be invited to speak for up to three minutes each on the QPM Outturn report.

The Cabinet will then discuss the reports and the proposals prior to taking any decision.

- (a)      **Quarterly Performance Monitor - Outturn 2020/21 (CAB04\_21/22)** (Pages 25 - 122)

(b) **Quarter 4 Capital Programme 2020/21** (Pages 123 - 144)

- 12.35 pm 7. **Appointments to Outside Bodies (CAB05\_21/22)** (Pages 145 - 150)

Report by the Director of Law and Assurance.

The Cabinet is asked to agree the recommendations as set out in the attached decision report on appointments to outside bodies.

The Cabinet will discuss the report and proposals prior to taking any decision.

- 12.45 pm 8. **Emerging Issues**

Cabinet Members are invited to provide any verbal updates on current significant issues for their respective portfolios which may benefit from discussion.

- 12.55 pm 9. **Date of Next Meeting**

The next meeting of the Cabinet will be held on 14 September 2021.

**To all members of the Cabinet**

**Webcasting**

Please note: this meeting is being filmed for live and subsequent broadcast via the County Council's website on the internet. The images and sound recording may be used for training purposes by the Council.

Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

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## **Cabinet**

8 June 2021 – At a meeting of the Cabinet held at 2.30 pm at County Hall, Chichester, PO19 1RQ.

Present: Cllr Marshall (Chairman)

Cllr Crow, Cllr J Dennis, Cllr Hunt, Cllr A Jupp, Cllr N Jupp, Cllr Lanzer, Cllr Russell, Cllr Urquhart and Cllr Waight

### **Part I**

#### **1. Declarations of Interest**

1.1 No declarations of interest were made.

#### **2. Minutes**

2.1 Resolved – that the minutes of the meeting held on 23 March be approved as a correct record and that they be signed by the Chairman.

#### **3. Membership**

3.1 The membership of Cabinet was noted as follows:

- Cllr Paul Marshall – Leader
- Cllr Duncan Crow – Community Support, Fire and Rescue
- Cllr Joy Dennis – Highways and Transport
- Cllr Jeremy Hunt – Finance and Property
- Cllr Amanda Jupp – Adults Services
- Cllr Nigel Jupp – Learning and Skills
- Cllr Bob Lanzer – Public Health and Wellbeing
- Cllr Jacquie Russell – Children and Young People (Lead Member for Children)
- Cllr Deborah Urquhart – Environment and Climate Change (and Deputy Leader)
- Cllr Steve Waight – Support Services and Economic Development

#### **4. Review and Appointments to Outside Bodies (CAB01\_21/22)**

4.1 Cabinet considered a report by the Director of Law and Assurance. The report was introduced by Cllr Marshall, Leader, who outlined the criteria for appointments to outside bodies. Tony Kershaw, Director of Law and Assurance, advised the report set out nominees to appointments from Cabinet Members and the Cabinet collectively. He suggested any vacancies are delegated to the Leader or individual Cabinet Member for decision after the meeting.

4.2 Cllr Urquhart, Cabinet Member for Environment and Climate Change proposed Cllr Andrew Baldwin as the nomination to fill the second vacancy on the West Sussex Local Access Forum, and Cllr Noel Atkins to fill the vacancy on the Worthing Community Infrastructure Levy Joint Member and Officer Group.

4.3 Resolved that Cabinet approves:

1. That appointments are no longer made by the County Council to the Outside Bodies listed in Appendix A and that they be deleted from the County Council's Outside Bodies list.
2. The Outside Bodies listed in Appendix B, part 1, are retained, along with any additions of new Outside Bodies, to which the Cabinet, Cabinet Members or Committees appoint as set out in that table and that each of these appointments be an approved duty for which expenses can be claimed.
3. That appointments are made by the Leader, Cabinet and Cabinet Members to the Outside Bodies as listed in Appendix B, part 2, until the end of the term of the County Council in May 2025.
4. To agree the additional appointments to the following vacancies as set out in Appendix B, Part 2:
  - West Sussex Local Access Forum – Vacancy to be filled by Cllr Baldwin
  - Worthing Community Infrastructure Levy Joint Member and Officer Group – Vacancy to be filled by Cllr Atkins.
5. That any vacancies remaining be delegated to the Leader or individual Cabinet Member for decision.

## **5. Date of Next Meeting**

5.1 The next meeting of the Cabinet will be held on 20 July 2021.

The meeting ended at 2.46 pm

Chairman

**Key decision: No  
Unrestricted  
Ref: CAB03 (21/22)**

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## **Report to Cabinet**

**July 2021**

### **Health and Social Care Integration and Appointment to NHS Hospital Trusts (Outside Bodies)**

#### **Report by Executive Director of Adults and Health (DASS)**

**Electoral division(s): N/A**

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#### **Summary**

There is a strong commitment to partnership working across health and social care in West Sussex and the foundations are in place to take forward increased integration of commissioning and delivery of services. Responding to the pandemic during 2020/21 has also changed the way partners work together as a health and social care system and has accelerated integration.

Proposals set out in the newly published Health and Social Care Bill will significantly change the way partners work together as a health and social care system to commission and deliver integrated care and improve the health of the population. Cabinet is invited to consider and agree recommendations for the County Council to discharge its role appropriately under these proposed arrangements. In doing so the County Council will ensure that the place-based health and social care partnership continues to work together to deliver a shared long term aim of improved health and integrated care, and make an effective contribution to social care and health restoration and recovery of services during 2021/22.

Cabinet is asked to note that the proposed legislation requires the County Council to be a member of the Sussex Integrated Care System (ICS) and the plans and timetable to operate the ICS's in shadow form from October 2021.

Linked to this the opportunity is being taken to make a number of appointments to NHS Hospital Trusts as listed on the County Council's Outside Bodies list.

#### **Recommendations**

Cabinet is asked to agree:

1. The approach set out in the report to maintain the County Council's lead role and commitment to integrated care and improving population health working where appropriate across Sussex and to develop further plans with the local NHS to maintain this approach.
2. That the Director of Public Health shall sit on the shadow NHS Sussex Integrated Care System Board to represent the County Council's full range of interests.

3. That the Executive Director Adults and Health (DASS) continues to sit on the Sussex Health and Care Partnership Executive to represent the County Council's full range of interests.
  4. To add the shadow Sussex Integrated Care System Partnership Forum to the County Council's Outside Body list and appoint Cllr Bob Lanzer, as Chairman of the West Sussex Health and Wellbeing Board, Cllr Amanda Jupp, as Cabinet Member for Adult Social Care and Cllr Garry Wall, as the Chairman of the Health and Adult Social Care Scrutiny Committee to represent the County Council on the Sussex Integrated Care System Partnership Forum, until the end of the term of the County Council in May 2025.
  5. To confirm the appointments to the NHS Hospital Trusts as listed in 2.11 of the report, until the end of the term of the County Council in May 2025.
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## **Proposal**

### **1 Background and context**

- 1.1 The County Council is committed to integrated working with the local NHS, as this provides the strongest opportunity to deliver the best possible outcomes for local residents and achieves the best use of collective public funding in West Sussex. To date this has been delivered by the Council working closely with the local NHS to commission and deliver more integrated care and improved population health.
- 1.2 Work is delivered through a shared approach aimed at delivering integrated care and managing growing demand on social care and NHS, based on population needs across children and adults of all ages. So far this has delivered:
  - A comprehensive range of preventative services, and continuing strong performance against Better Care Fund targets
  - Successful implementation of Home First and discharge to assess (D2A) pathways, and collaborative system working on hospital discharge has meant that community bedded care achieved and maintained optimum treatment length of stays during the pandemic, to ensure timely discharge and appropriate care for patients, and strong performance overall with patients who are medically ready for discharge (MRD) from hospital
  - Close system working between adult social care and the Clinical Commissioning Group Continuing Healthcare Team has also been taking place to enable patients discharged under the original COVID-19 Hospital Discharge Scheme to be appropriately assessed and reviewed onto appropriate care and support, by the national target completion date of 31<sup>st</sup> March 2021
  - Existing system partnership governance which is accountable to the Health and Wellbeing Board was adapted to better enable our Covid-19 response where this required coordination at the local level, for example to support the local Outbreak Control Plan and test and trace, care home resilience plan



including infection prevention and control and the vaccination programme, in addition to hospital discharge pathways

- A collaborative approach to seasonal winter planning between social care and the NHS, described as 'exemplary' by NHS England
- A commitment from local NHS partners to work collaboratively with the County Council and District and Borough Councils within a Health, Housing and Social Care Memorandum of Understanding (MOU), developed from the national Housing MOU framework
- The development of six Local Community Networks which bring a new model of collaborative working within communities between primary care, Voluntary Community Organisations and district/borough local government.
- The use of an assets based approach to prevent ill health and promote wellness, tackle health inequality, and maintain a rich and diverse range of social prescribing support services and initiatives

1.3 The NHS White Paper *Integration and Innovation: working together to improve health and social care for all* was published on 11<sup>th</sup> February 2021, and has been followed by the publication of the Health and Care Bill in July which proposed to put Integrated Care Systems (ICSs) on a statutory footing by April 2022. This will represent the most significant reorganisation of the NHS since the 2012 Health and Social Care Act.

## **2 Proposal details**

### *Health and Social Care Bill*

- 2.1 The Government's NHS White Paper builds on policy and commitments previously set out by NHS England (NHSE) in the Five Year Forward View and the NHS Long Term Plan, and in *Integrating Care: next steps to building strong and effective integrated care systems* (NHS England and Improvement, November 2020). A summary is contained in Appendix A. The Health and Social Care Bill has now been introduced in the current Parliamentary session.
- 2.2 The Bill aims to remove some of the barriers to integration within the NHS and between the NHS and Local Government and wider partners. It sets out a range of specific changes to accelerate improvements that need primary legislation. It includes provisions for putting ICSs on a legislative footing in England by April 2022, through setting them up as corporate NHS bodies with a mandatory membership to commission healthcare services, thereby taking on the existing functions of Clinical Commissioning Groups. There is an expectation that NHS commissioners and NHS providers will work together more collaboratively, supported by payment reforms and a move away from competition rules.
- 2.3 This is not a comprehensive package of reforms and these proposals should be seen alongside wider reforms to Public Health, Mental Health and Social Care. There is still no clear timetable set by national Government for social care reform. The key areas of the Bill that explicitly relate to social care are:
- A new duty to collaborate will be placed on NHS organisations (both ICSs and providers) and local authorities. There will be specific Guidance as to

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what delivery of this duty means in practice in recognition of the fact that collaboration may look very different across different kinds of service

- A new duty for the Care Quality Commission to assess local authorities' delivery of their Adult Social Care services
- New requirements for the care market to share data on capacity
- A new legal framework for discharge to assess (D2A) to replace the existing legal requirement for all assessments to take place prior to discharge from hospital

- 2.4 The Bill also sets out an expectation that the NHS will work with local government beyond the scope of integrated care to improve population health and address health inequalities more broadly, for example across housing and other services that impact on the broader determinants of health. This will also be supported by local NHS organisations taking a more active role in supporting social and economic wellbeing, for example as Anchor Institutions, as well as joined up approaches with local authorities and their Public Health functions.
- 2.5 The Bill envisages that Primary Care Networks will enable General Practitioners to support delivery of improved population health, and to work in partnership with community health and social care services to ensure proactive wrap around care is provided to those who need it.

### *Sussex Integrated Care System*

- 2.6 The County Council is currently a member of the Sussex Health and Care Partnership (SHCP), alongside the West Sussex Clinical Commissioning Group (CCG), University Hospitals Sussex NHS Trust (UHS), Sussex Community NHS Foundation Trust (SCFT), Queen Victoria Hospitals Trust (QVH), Sussex Partnership NHS Foundation Trust (SPFT), and the upper tier and unitary Authorities, Primary Care, Clinical Commissioning Groups and NHS Provider Trusts in East Sussex and Brighton and Hove. To date this has been a voluntary partnership arrangement. Through West Sussex Place the SHCP also maintains a collaborative relationship with Surrey and Sussex Healthcare NHS Trust, which is part of the neighbouring Sussex Integrated Care System but services many of the residents of Crawley and Mid-Sussex.
- 2.7 The SHCP was formally awarded Integrated Care System (ICS) status in April 2020. The Bill will establish ICSs covering the whole of England as being legally responsible for commissioning healthcare services for their populations by April 2022. There are no proposed changes to existing statutory responsibilities for Councils' social care and public health services, or the role of Health and Wellbeing Boards and Health Overview and Scrutiny Committees.
- 2.8 The Bill acknowledges the strong role of place within ICSs. In Sussex the ICS is made up of three places aligned to upper tier Local Authority and Health and Wellbeing Board populations i.e. West Sussex, East Sussex and Brighton and Hove. In West Sussex this has been built around the existing place-based health and social care partnership arrangements (shown in Appendix B). The Sussex Vision 2025 sets out the aims and outcomes that the SHCP would like to deliver for all populations in Sussex. A summary is included in Appendix C. Place-based plans will align with Sussex Vision 2025 and reflect the County Council's priorities to:
- Keeping people safe from vulnerable situations

- A sustainable and prosperous economy
- Helping people and communities to fulfil their potential
- Making the best use of resources.

2.9 In summary the Bill includes the following specific legislative proposals to establish ICSs in law:

- Each statutory ICS will be made up of an ICS NHS Body and a separate wider ICS Health and Care Partnership, bringing together the NHS, local government and other partners. Partnerships at place level will support integration and develop plans across the health, public health and social care system
- The ICS NHS body will be responsible for healthcare services and the day to day operation of the ICS. The ICS NHS Body will take the form of a single board for Sussex with officer level membership alongside and appointed non-executive members.
- In the Sussex ICS this will be delivered through the three place-based partnerships in West Sussex, East Sussex and Brighton and Hove
- A wider ICS Health and Care Partnership forum will bring together systems to consider wider Sussex matters. In Sussex it is suggested that this can include the Chairs of Health and Wellbeing Boards and Health and Adults and Scrutiny Committees, Chairs of NHS organisations, and Healthwatch and Voluntary and Community and Social Enterprise sector representation.
- Existing arrangements for Health and Wellbeing Boards and Health and Adults Scrutiny Committees remain unchanged, and the partnership forum will not replace any of the independent and statutory roles that Councils have.

2.10 An independent Chair and Chief Executive will be formally appointed to the SHCP ICS before the start of a shadow operating model from October 2021. In order for the County Council to meet new the requirements the following nominations are proposed:

- The Director of Public Health is nominated to represent West Sussex County Council on the shadow Sussex ICS NHS Board
- Executive Director Adults and Health continues to sit on the Sussex Health and Care Partnership Executive to represent the County Council's full range of interests
- The Chairman of the Health and Wellbeing Board, Lead Member for Adults and the Chairman of the Health and Adults Scrutiny Committee are nominated to represent West Sussex County Council at the meetings of the shadow Sussex ICS Health and Care Partnership Forum.

2.11 The County Council also nominates Members to sit on NHS bodies. In undertaking these roles Members are expected to fulfil the role set out by the body concerned but also to gain an understanding of the operation, aims and objectives of these NHS bodies in relation to the area they serve and to ensure that the County Council, especially the Cabinet are advised of any matters of interest or relevance to the business of the Council particularly, in relation to its work with the NHS and other partners. The proposed appointments to NHS Hospital Trust Outside Bodies, as listed in the table below, are recommended for Cabinet approval until the end of the term of the County Council in May 2025.

<b>Outside Body</b>	<b>No. Required</b>	<b>Proposed Appointments</b>
Queen Victoria Hospital NHS Trust – Stakeholder Governor	1	Cllr Liz Bennet
Surrey and Sussex Healthcare NHS Trust	1	Cllr Richard Burrett
Sussex Community NHS Foundation Trust	1	Cllr Andrew Baldwin
Sussex Partnership NHS Foundation Trust Council of Governors	1	Cllr Sarah Payne
University Hospitals Sussex NHS Foundation Trust (formerly Western Sussex Hospitals NHS Foundation Trust and Brighton & Sussex Universities Hospital NHS Trust)	1	Cllr Alison Cooper

2.12 The proposed arrangements do not affect the County Council’s sovereignty and it will continue to decide its own priorities, plans and allocation of resources, as set out in the Council Plan.

*Place and place-based partnerships*

2.13 The Bill and the NHSE&I’s *Integrating Care* have both underlined the important role of thriving place-based partnerships within ICSs. The key functions of place-based partnerships have been set out by the Kings Fund as follows:

- Understanding and working with communities
- Joining up and coordinating services around people’s needs
- Addressing social and economic factors that influence health and wellbeing
- Supporting the quality and sustainability of local services

2.14 In West Sussex the County Council has established a clear commitment to be a lead partner in the West Sussex health and social care partnership alongside West Sussex CCG, UHS, SCFT, SPFT, SASH District and Borough Councils and Voluntary, Community, Social Enterprise (VCSE) partners, with oversight and accountability to the West Sussex Health and Wellbeing Board for our system working.

2.15 To discharge the role of place set out in the Bill, it has been agreed through Sussex ICS leadership discussions that the focus of place based partnership plans will be on the coordination and delivery of the following:

- Operational issues and pressures
- Population health management using public health principles
- Health inequalities
- Transformation of clinical pathways and health and social care service models
- Primary care
- Priorities for social care and housing, and other services related to delivering outcomes for our community

- 2.16 Improving population health will be central to the role of the place based partnerships, with Directors of Public Health having a lead role in leading the development of partnership plans across the range of services and activity that support this.
- 2.17 Ways of working at place level will be approached through the same overall model to ensure a level of standardisation across all three places and the aim is for this to be consistent across the NHS and Local Authorities in Sussex. Each place-based partnership will report to both the Health and Wellbeing Board and for health services to the ICS NHS Board.
- 2.18 In 2021/22 local NHS and social care system business has continued to be focussed on supporting the management of the ongoing pandemic response and the risks and challenges around capacity, and restoration and recovery. This has included the role of social care services in enabling the discharge of patients from hospital and into onward care settings through the integrated commissioning and delivery of Home First pathways and Discharge to Assess, enabling our hospitals to restore elective care capacity.
- 2.19 In West Sussex work is taking place to set out how our place-based health and social care partnership arrangements can be strengthened by April 2022, in line with the expectations set out in the Bill and shared NHS and County Council priorities for integrated care. This will cover:
- Integrated strategic planning to make the best use of our collective resources for our population
  - Developing shared priorities and plans that reflect the needs of West Sussex residents
  - Increased levels of provider collaboration and integration across health and social care services to support early intervention and prevention and increased experience of joined up personalised care
  - Supporting broader partnership working with District and Borough Council and voluntary, community and social enterprise (VCSE) sector partners, on housing and the wider determinants of health and wellbeing
  - Our shared priorities for improving services through a joint programme covering children and young people, mental health, community services, urgent care and NHS planned care and ensuring a clear focus on health inequalities

*Integrated commissioning and delivery*

- 2.20 There are longstanding integrated commissioning arrangements in place with the NHS that support delivery across health and social care for children, young people and adults and mental health services. This includes:
- Pooled and aligned budgets
  - A range of shared arrangements for commissioning voluntary and community sector services
  - Local implementation of Sussex-wide work on learning disability and autism services and mental health services for children and adults
  - The Proactive Care and Communities of Practice models of multi-disciplinary health and social care teams working with communities to develop care plans and support people living with long-term conditions

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- The Integrated Community Response and Reablement Programme, providing a joint health and social care model for community admission avoidance, and supported hospital discharge to provide more care to people at home
- Integrated NSH and social care support for people living with mental illness, to support a better experience of discharge from hospital and longer term support for people at home

2.21 Strong operational collaboration between NHS providers and the County Council has been an important part of delivering an effective response to the Covid-19 pandemic. There is the potential for a more integrated care for our population which can be progressed through shared senior leadership and management arrangements, development of an overarching operating model for community services across health, social care and primary care. Work in these areas will now be undertaken and all proposals will be presented to Cabinet for consideration.

2.22 The proposed changes in the Bill mean that NHS commissioners and providers will have a different role in collaborating to plan, commission and deliver services at both at a Sussex-wide and West Sussex level. For example, this includes Sussex network arrangements to support the recovery and delivery of planned care services, secondary care mental health services and other specialist services where there will be benefits gained through working at scale.

2.23 There is acknowledgement that a shared approach will be required at a West Sussex level within the Sussex ICS to ensure planning and deployment of resources are aligned to population needs, so that people have access to a joined up offer of health and social care and support in their community or near to where they live. This will be important in enabling the County Council to contribute to a set of shared plans that delivers against the priorities set in the Council Plan. It will also be important in continuing to contribute effectively to the shared agenda for maintaining strong performance on hospital discharge and flow and thereby supporting the delivery and recovery of NHS services required as a result of the pandemic.

### **3 Other options considered (and reasons for not proposing)**

3.1 In terms of appointments to NHS Hospital Trusts, the Cabinet may choose not to appoint, as per the recommendations in the report, but should consider whether there are any implications arising for the County Council by not making those appointments.

### **4 Consultation, engagement and advice**

4.1 NHS Trusts have been contacted for information and terms of reference regarding related outside body appointments. Details contained within this report have been drafted in consultation with partners in the Sussex Health and Care Partnership.

### **5 Finance**

5.1 There are no financial or resource implications in relation to the recommendations contained within this report.

### **6 Risk implications and mitigations**

Risk	Mitigating Action (in place or planned)
Conflicting interests	All councillors appointed to an outside body must declare a personal interest in any business of the county council where it relates to a body to which they are appointed to by the county council.
Ineffectiveness in the role	Appointees should obtain key documents regulating the organisation - constitution or terms of reference - to ensure they are aware of what the body does and receive a briefing on it and their role within it

- 6.1 There is a risk in not making such appointments as this could hinder the County Council in furthering its interests and priorities, and not develop the wider community role of Members.

## 7 Policy alignment and compliance

- 7.1 The equality duty is not applicable in relation to the outlined recommendations, as this report focuses on strategic service planning and collaboration rather than the impact on individuals or groups within the community. There are no social value, crime and disorder, climate change or human rights implications.

Keith Hinkley

**Executive Director of Adults and Health (DASS)**

**Contact Officer:** Mr Chris Clark, Joint Strategic Director Joint Commissioning (Adults and Health) [chris.clark@westsussex.gov.uk](mailto:chris.clark@westsussex.gov.uk)

### Appendices

Appendix A – NHS White Paper Summary

Appendix B – Sussex Health and Care Partnership (ICS) Governance structure chart

Appendix C – Sussex Vision 2025 Summary

### Background papers

[Developing place-based partnerships, the foundation of effective integrated care systems](#) (The Kings Fund, April 2021)

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## Appendix A

### **Integration and innovation – NHS White Paper: Health and Social Care Bill**

The NHS White Paper *Integration and Innovation: working together to improve health and social care for all* was published on 11<sup>th</sup> February 2021. It builds on the policies set out in the NHS Long Term Plan and *Integrating Care: next steps to building strong and effective integrated care system* published by NHS England and Improvement on 26<sup>th</sup> November 2020. The White Paper forms the basis for a Health and Care Bill that will go through Parliament later this year with the intention of becoming law by April 2022. The Government has explained that it is not intended as a comprehensive package of reforms and should be seen alongside broader reforms to Social Care (as yet still awaited), Public Health and Mental Health.

The NHS White Paper aims to remove some of the barriers to integration within the NHS, and between the NHS and Local Government and wider partners, through setting out a range of specific changes to accelerate improvements that need primary legislation. It proposes putting Integrated Care Systems (ICSs) on a legislative footing to take on the healthcare commissioning functions of Clinical Commissioning Groups in England from April 2022. An ICS NHS Body will be created with a unitary board, and this will be directly accountable for NHS spend and performance, and securing the provision of health services to meet patients' needs.

The proposals in the White Paper recognise the need for two forms of integration: integration within the NHS to remove cumbersome barriers to collaboration and to make working together across the NHS an organising principle and moving away from competition; and integration between the NHS and others, principally local authorities, to deliver improved outcomes to health and wellbeing for local people. In line with the latter proposal a wider ICS Health and Care Partnership will have responsibility for developing a plan that addresses the broader health, public health, and social care needs of the system.

Legislation and arrangements relating to ICSs are intended to complement and build on existing place-based structures for integration between the NHS and social care, such as Health and Wellbeing Boards, Health and Adults Scrutiny Committees, the Better Care Fund and existing powers to create pooled budgets. It recognises the need for a population focussed approach based on what matters to local people, acknowledging the role of Healthwatch and other organisations in combining commentary on services with supporting co-production of plans at both place and ICS level.

The White Paper also proposes changes to NHS-related competition rules, new powers of intervention for the Secretary of State, a new duty for CQC to assess local authorities' delivery of their adult social care services, a new legal framework for discharge to assess to replace the legal requirement for all assessments to take place prior to discharge, and requirements to share data, as outlined below:

- A duty to collaborate will be placed on NHS organisations (both ICSs and providers) and local authorities. There will be specific Guidance as to what delivery of this duty means in practice in recognition of the fact that collaboration may look very different across different kinds of services.
- Proposals also allow for ministerial intervention in service reconfigurations at any point of the reconfiguration process, as well as removing the current local authority referral process to avoid creating any conflicts of interest, statutory guidance on how the process will work is to follow.
- A new duty for the CQC to assess local authorities' delivery of their adult social care duties, with the aim of reducing variation in the quality of care.
- Formally embedding in legislation the Discharge to Assess approach to discharging people from hospital. This builds on the good practice approach to discharge developed in West Sussex through Home First, and the principle of assessing people's onward care needs in their own home or in residential and nursing care environments focussed on supporting independence. This approach was further embedded during the COVID-19 pandemic, to support the requirements set out in the Hospital Discharge Service: Policy & Operating Model, published in 2020 in response to the pandemic.
- The Department of Health and Social Care (DHSC) has recognised the value of social care data during the pandemic, and in particular the challenges faced in accessing comprehensive and accurate data from independent sector providers. The White Paper proposals set out plans for data to be collected through provider systems and existing data sets. Further clarity will be required to understand how this will work in practice and to what extent this will be able to reduce reporting burdens.

In summary in relation to the way we work together to support integration the White Paper includes the following specific legislative proposals to establish ICSs in law:

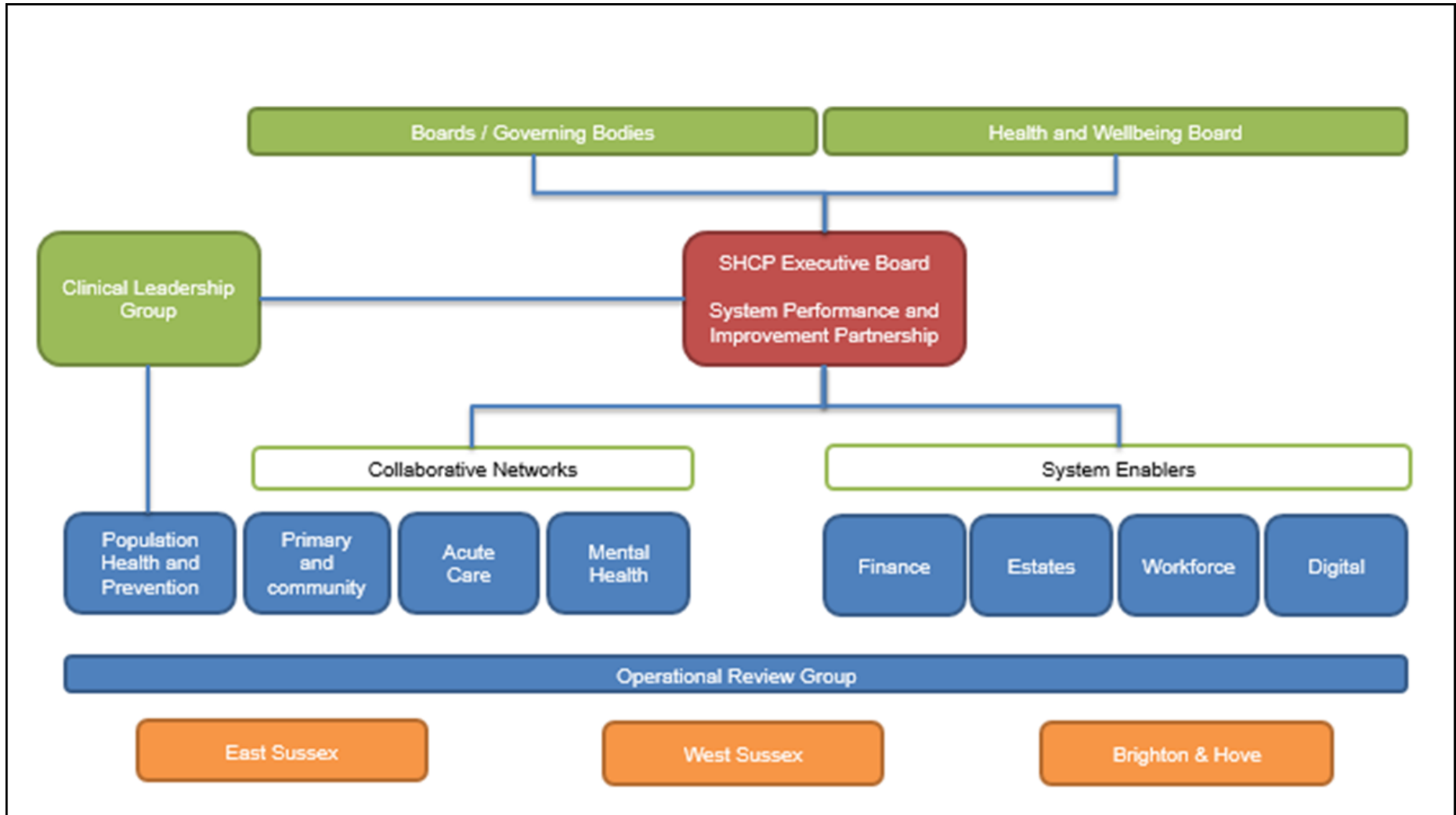
- The creation of a statutory ICS in each ICS area, which will be made up of an ICS NHS Body and a separate ICS Health and Care Partnership, bringing together the NHS, Local Government and other partners.
- The ICS NHS body will be responsible for healthcare services and the day to day operation of the ICS, while the ICS Health and Care Partnership will bring together systems to support integration and develop a plan to address the systems' health, public health, and social care needs.
- CCGs will become part of ICSs' and the ICS NHS Body in each area will take on the commissioning functions of the CCGs and some of those of NHS England within its boundaries.
- These organisations will merge some of the functions currently being fulfilled by non-statutory Sustainability Transformation Partnerships and ICSs with the functions of a CCG, and bring the allocative functions of CCGs into the ICS NHS Body.
- Each ICS NHS Body will have responsibility for developing a plan to meet the health needs of the population within their defined geography,

developing a capital plan for NHS providers in the area, and securing the provision of health services to meet patients' needs.

- The ICS Health and Care Partnership will have responsibility for developing a plan that addresses the wider health, public health, and social care needs of the system. The ICS NHS Body and local authorities will need to have regard to that plan when making decisions.
- An expectation that ICSs will have to work closely with local Health and Wellbeing Boards (HWB) and the ICS NHS Body will be required to have regard to the Joint Strategic Needs Assessments (JSNAs) and Joint Health and Wellbeing Strategies that are being produced at HWB level (and vice-versa).
- ICSs will be encouraged to think about how they can align their allocation functions with place, for example through joint committees, and these arrangements will be locally determined.
- NHS Trusts and Foundation Trusts (FTs) will remain separate statutory bodies with their functions and duties broadly as they are in the current legislation.
- There is also provision to create a mechanism for the creation of joint committees, both between ICSs and NHS providers, and between NHS providers so that decisions can be made jointly. The intention is that Primary Care Networks, GP practices, community health providers, local authorities and the voluntary sector could be represented within both.
- A shared duty for all NHS organisations that plan services across a system (ICSs) and nationally (NHSE), and NHS providers of care (NHS Trusts and FTs) to have regard to the 'triple aim' of better health and wellbeing for everyone, better quality of health services for all individuals, and sustainable use of NHS resources.
- The need for a population focussed approach to be based on what matters to local people, acknowledging the role of Healthwatch and other organisations in combining commentary on services with supporting co-production of plans at both place and ICS level.

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**Appendix B: Current Sussex Health and Care Partnership (Integrated Care System) Governance Structure**



N.B. More detailed governance structures will be shared with members once available.

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# Vision 2025 Strategy

# What is “Vision 2025” – Our outcomes and goals for Sussex

## Our Outcomes

## Measured by

## Our Goals

People will live more years in good health

Healthy and disability-free life expectancy at birth and at age 65

The gap in healthy life expectancy between people living in the most and least disadvantaged communities of Sussex will be reduced

Inequality in healthy life expectancy at birth

People’s experience of using services will be better.

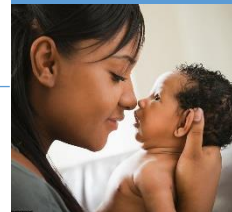
Access to health and care, quality of care, and experience of health and care

Our staff will be working in a way that really makes the most of their dedication, skills and professionalism

The cost of care will have been made affordable and sustainable

Cost per capita of health and care

### Starting well



- ✓ Improved mother and baby health and wellbeing, especially for those most in need
- ✓ Children growing in a safe & healthy home environment with supporting and nurturing parents and carers

- ✓ Healthy lifestyles and resilience will be promoted, including in schools and other education settings
- ✓ Good mental health for all children
- ✓ Children and young people leaving care are health and independent

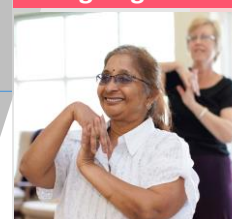
### Living well



- ✓ Individuals, families, friends and communities are connected
- ✓ People have access to good quality homes providing a secure place to thrive and promote good health, wellbeing and independent living

- ✓ People have the knowledge, skills and confidence to self-manage, and to protect their own health
- ✓ People live, work and play in environments that promote health and wellbeing

### Ageing well



- ✓ Fewer older people feel lonely or socially isolated
- ✓ There is a reduction in number of older people having falls
- ✓ Older adults stay healthier, and happier

- ✓ More people are helped to live independently in the community by services that connect them with their communities.
- ✓ People receive good quality end of life care and have a good death

### Better care



- ✓ Improved mental health and wellbeing and easier access to responsive mental health services
- ✓ Access to urgent care for those who need it is quick and effective

- ✓ Services are responsive and flexible and supported by effective use of technology
- ✓ Our specialist services are harnessing the potential of breakthroughs in medical science and the use of data



**Key decision: Yes**  
**Unrestricted**  
**Ref: CAB04 (21/22)**

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## **Report to Cabinet**

**July 2021**

### **Quarterly Performance Monitor - Outturn 2020/21**

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

**Electoral division(s): All**

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#### **Summary**

The attached report provides an overview of performance across West Sussex County Council for the year ending on 31<sup>st</sup> March 2021. It brings together information from a range of perspectives including financial, key performance indicators, workforce and risk management.

The provisional outturn position for 2020/21 is a £8.923m underspend, of which £3.144m relates to Portfolio underspending, £0.103m relates to Non-Portfolio underspending, and £5.676m relates to the unused Contingency Budget.

It is proposed that this £8.923m underspend is allocated as follows:

- £4.700m to the Adults and Health Pressures and Recovery Reserve,
- £1.200m to the Ash Dieback Reserve, and
- £3.023m to the Service Transformation Reserve.

In relation to the additional expense caused by the Covid-19 pandemic, the County Council has been able to cover the additional cost from in-year Government grant allocations.

Performance indicators measured in relation to the West Sussex Plan priorities, reflect that 83% are at Green (64%) or Amber (19%) levels. There are several measures with no data to report this year due to the Covid-19 pandemic.

#### **Recommendations**

That Cabinet: -

- (1) Notes the information contained in the Quarterly Performance Monitor, in particular the outturn financial position
  - (2) Agrees the allocation of the contingency budget and underspend set out in paragraph 2.1 below.
-

## **Proposal**

### **1 Background and context**

- 1.1 The year has been dominated by the Covid-19 pandemic and the impact of this national health emergency. Throughout this unprecedented period, the Government has enforced restrictions on social interaction, including three national lockdown periods. This has inevitably affected the day-to-day services the County Council provides to its residents, with temporary closures of public buildings and the suspension of services. However, staff and partners have strived to continue and deliver vital services where possible and have found innovative ways to reach residents.
- 1.2 During the year, £114.4m of Covid-19 funding has been received or passed through the County Council to fund pressures and activities during the pandemic. The funding received is a mix of ring-fenced, un-ringfenced grants and contributions from the West Sussex Clinical Commissioning Group (CCG). In 2020/21, £86.2m of this funding was spent or passed through the Authority on behalf of the Government, with £28.2m carried forward into 2021/22 to fund the continuing pandemic costs.
- 1.3 As the pandemic continues into 2021/22, the County Council remains at the heart of the local response to ensure that the most vulnerable and those in need can access services they require. As lockdown restrictions ease, the future remains uncertain as the longer-term impact of the pandemic becomes clearer on the services the County Council provides to residents as well as the impact on businesses and individual's livelihood in the County.
- 1.4 The 2020/21 revenue spending on portfolio budgets was £588.375m, an underspending of £3.144m. In addition, non-portfolio budgets have underspent by £5.779m; of which £5.676m relates to the unused Contingency Budget. Therefore, an overall corporate underspend of £8.923m is reported for the 2020/21 financial year.
- 1.5 Performance indicators measured in relation to the West Sussex Plan priorities, reflect that 83% are at Green (64%) or Amber (19%) levels. There are several measures with no data to report this year due to the Covid-19 pandemic. Central Government bodies such as the NHS and the Department for Education made the decision in early 2020 to suspend monitoring during these unprecedented times.

### **2 Proposal details**

- 2.1 It is proposed that the total corporate underspend of £8.923m, which is made up of £3.144m from portfolio underspending, £5.676m of unused Contingency budget and £0.103m of other non-portfolio underspending, is transferred to the following reserves:
  - £4.700m Adults and Health Pressures and Recovery Reserve – to fund anticipated pandemic rebound pressures in 2021/22.
  - £1.200m Ash Dieback Reserve – to accelerate critical tree felling works in 2021/22.

- £3.023m Service Transformation Reserve – in-year homeworking/ change in service delivery savings to be used to fund future innovative projects.

### **3 Other options considered (and reasons for not proposing)**

- 3.1 The corporate underspend could have been allocated to a number of different areas, however in consultation with the Executive Leadership Team and Cabinet members, the allocation of the £8.923m as described above most suits the pressures that we see for the organisation. The 2021/22 financial year is likely to be challenging with expected pent-up demand on Adults Social Care as the pandemic subsides, the need to accelerate the felling of diseased ash trees and funding to enable the County Council to continue innovation project works.

### **4 Consultation, engagement and advice**

- 4.1 The Executive Leadership Team and Cabinet members have considered the outturn position.

### **5 Finance**

- 5.1 The financial impact is set out in the Quarterly Performance Monitor report.

### **6 Risk implications and mitigations**

- 6.1 The formal financial statements are still in preparation for the external audit; after which time, they will be submitted for approval to the Regulation, Audit and Accounts Committee.

### **7 Policy alignment and compliance**

- 7.1 N/A.

Katharine Eberhart

**Director of Finance and Support Service**

**Contact Officer:** Rebecca Taylor, Financial Planning Manager, 0330 222 6878, rebecca.taylor@westsussex.gov.uk

### **Appendices**

Appendix A – Outturn 2020/21 Quarterly Performance Monitor

### **Background papers**

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## **QUARTERLY PERFORMANCE MONITOR – OUTTURN 2020/21**

The County Council's financial performance (revenue and capital), savings delivery and business performance are monitored through the Quarterly Performance Monitor (QPM) report produced each quarter for consideration senior officers, Cabinet and all members including Scrutiny Committee members.

### **Introduction**

1. This report provides an overview of performance across West Sussex County Council for the year ending 31<sup>st</sup> March 2021. It brings together information from a range of perspectives including financial, key performance indicators, workforce and risk management, all of which is reported on an outturn forecast basis.
2. The year has been dominated by the Covid-19 pandemic and the impact of this national health emergency on our County. Throughout this unprecedented period, the Government has enforced restrictions on social interaction, including three national lockdown periods. This has inevitably affected the day-to-day services the County Council provides to its residents, with temporary closures of public buildings and the suspension of services. However, staff and partners have strived to continue and deliver vital services where possible and have found innovative ways to reach residents.
3. At the start of the pandemic, the Covid-19 Community Hub (in partnership with District and Borough Councils) was launched to focus on ensuring that the most vulnerable people in the community were supported. This has been a crucial lifeline to many residents who have needed help and support during the last year. The Community Hub is still in operation and continues to assist residents at this time.
4. As part of the response to the national health emergency, social care have been working with NHS colleagues and other partners to help alleviate pressure on hospitals, including a collaborative working on the County's Hospital Discharge Scheme which included the use of contracted County Council bed provision.
5. As we move forward with the easing of lockdown restrictions, the future remains uncertain as the longer-term impact of the pandemic becomes clearer on the services the Council provides to residents as well as the impact on businesses and individual's livelihoods in the County.
6. The Council is currently in a solvent position; however, the impact of the pandemic including pent-up demand in social care and the impact of business rates as the normalisation of the business sector begins continues to be of concern. It is likely that the effects will be longer-lasting and will have a significant financial impact.
7. Over the last year, the Children First Improvement Plan has progressed well during this difficult time. Specific details of financing of the Improvement Plan are reported in **Appendix 5**.

8. Similarly, the Fire Improvement Plan is also progressing well. In November 2020, a decision was made to close the Independent Advisory Panel as a direct result of the considerable improvements made by the service. Further details on the financing of the Improvement Plan are reported in **Appendix 6**.
9. Overall, the financial provisional outturn position for 2020/21 is a £8.923m underspend, this includes the unused Contingency Budget balance of £5.676m.
10. Covid-19 revenue funding of £114.4m has been received or passed through the County Council to fund pressures and activities during the pandemic. The funding received is a mix of ring-fenced, un-ringfenced grants and contributions from the West Sussex Clinical Commissioning Group (CCG). In 2020/21, £86.2m of this funding was spent or passed through the Authority on behalf of the Government, with £28.2m carried forward into 2021/22 to fund the continuing pandemic costs. Details of the grant allocations are reported in **Appendix 2**.
11. Although the delivery of the Capital Programme has been affected by the pandemic, £92.6m of the approved £100.9m programme was achieved during the year. Details of the outturn position of the Capital Programme are reported in **Appendix 7**.
12. Performance indicators measured in relation to the West Sussex Plan priorities, reflect that 83% are at Green (64%) or Amber (19%) levels. There are several measures with no data to report this year due to the Covid-19 pandemic. Central Government bodies such as the NHS and the Department for Education made the decision in early 2020 to suspend monitoring during these unprecedented times.
13. The latest version of the Risk Register is available in **Appendix 9**. It has been included within this report to complete a holistic understanding of the Council's current performance, reflecting the need to manage risks in an adaptive manner throughout the year as circumstances change.

## Financial Summary

14. This section sets out the financial outturn for 2020/21. The formal financial statements are still in preparation for the external audit; after which time, they will be submitted for approval to the Regulation, Audit and Accounts Committee. The outturn within this report is therefore provisional, although no material changes are anticipated.
15. The Quarterly Performance Reports (QPM's) created in 2020/21 have endeavoured to separate the impact of the Covid-19 pandemic from the County Council agreed business as usual budgets; to enable a clear view of the financial impact the pandemic has caused.
16. The revenue spending for 2020/21 on portfolio budgets is £588.375m, an underspending of £3.144m. In addition, non-portfolio budgets have underspent by £5.779m; of which £5.676m relates to the unused Contingency Budget. Therefore, an overall corporate underspend of £8.923m is reported for the 2020/21 financial year.

17. **Table 1** provides a summary of the overall financial outturn position by portfolio.

**Table 1: Summary of Overall Financial Outturn Position**

Portfolio	Budget	Outturn Expenditure	Outturn Variation	Variation
Adults and Health	£229.940m	£224.743m	(£5.197m)	(2.3%)
Children and Young People	£131.874m	£133.389m	£1.515m	1.1%
Economy and Corporate Resources	£54.595m	£56.422m	£1.827m	3.3%
Education and Skills	£23.219m	£23.356m	£0.137m	0.6%
Environment	£59.781m	£59.930m	£0.149m	0.2%
Finance	£17.013m	£18.684m	£1.671m	9.8%
Fire & Rescue and Communities	£36.653m	£36.035m	(£0.618m)	(1.7%)
Highways and Infrastructure	£36.986m	£34.474m	(£2.512m)	(6.8%)
Leader	£1.458m	£1.342m	(£0.116m)	(8.0%)
<b>Portfolio Total</b>	<b>£591.519m</b>	<b>£588.375m</b>	<b>(£3.144m)</b>	<b>(0.5%)</b>
<b>Non-Portfolio &amp; Sources of Finance</b> (Additional S31 Business Rates Grant (2019-20 reconciliation))			<b>(£0.103m)</b>	
<b>Contingency Budget Remaining</b>			<b>(£5.676m)</b>	
<b>Total Outturn Underspend</b>			<b>(£8.923m)</b>	

18. The outturn underspending of £8.923m includes £5.676m of Contingency Budget which was not required in year. In the December QPM, it was noted that £2.0m of this Contingency budget would be required for the Children First Improvement Reserve to fund areas of the project which have been delayed during the year. This allocation from Contingency is no longer required as the Children's First Improvement Reserve has instead been allocated this funding through a Service Carry Forward Request within the Children and Young People's portfolio.

19. **Table 2** explains the proposed allocation of the £8.923m outturn underspend:

**Table 2: Proposed Allocation of Outturn Underspending**

Reserve	Description	Amount
<b>Total Outturn Underspend</b>		<b>(£8.923m)</b>
Adults and Health Pressures and Recovery Reserve	To fund anticipated pandemic rebound pressures in 2021/22	£4.700m
Ash Dieback Reserve	Critical tree felling work needs to be accelerated next year which will cause funding pressure	£1.200m
Transformation Reserve	In-year Homeworking/ Change in Service Delivery savings and small underspend balance to be allocated to fund future innovative projects	£3.023m
<b>Remaining Balance</b>		<b>£0.000m</b>

20. With regards to the additional expense caused by the Covid-19 pandemic, the County Council has been able to cover the additional cost from in-year Government grant allocations. **Table 3** shows the total expenditure incurred in 2020/21, including grant funding passed to organisations at the directive of the Government, was £86.193m. The remaining grant balance held by the County Council of £28.259m has been carried forward into the 2021/22 financial year. The County Council is required to repay £0.078m of expired ring-fenced grants to the relevant Government departments, leaving £28.181m to help the County Council fund the continuing pandemic pressures. A detailed listing of these grants is presented in **Appendix 2**.

**Table 3: Covid-19 Grant and Income Summary**

Covid-19 Income Received	Allocation
Covid-19 Central Government non ring-fenced grant	(£45.853m)
Other Covid-19 specific grants including: Contained Outbreak Management Fund, Track and Trace, Rapid Test and Trace, Adults Nine-Point Plan, Workforce Capacity Grant, Emergency Food Grant, Winter Support Grant, Clinically Extremely Vulnerable, Home to School Transport, Bus Support Services, Travel Demand Management, Wellbeing for Education and Reimbursement for Income loss (75%)	(£67.527m)
Other Covid-19 income including Clinical Commissioning Group (CCG) contributions for social care market funding.	(£1.072m)
<b>Total Covid-19 Income 2020/21</b>	<b>(£114.452m)</b>
In year Portfolio and Non-Portfolio allocations (see Appendix 3 for details)	<b>£86.193m</b>
<b>Covid-19 Grant Balance - Carried Forward For 2021/22</b>	<b>(£28.259m)</b>
Less repayment of unspent ring-fenced grant allocations – ( <i>Balances remaining from Infection Control, Workforce Capacity and Additional Dedicated Home to School Transport grants</i> )	<b>£0.078m</b>
<b>Covid-19 Grant Balance For 2021/22</b>	<b>(£28.181m)</b>



21. **Appendix 3** details the cost of the pandemic by portfolio and lists the Key Decisions which have been taken by the County Council during the year which have impacted the Covid-19 expenditure. The impact of the pandemic on the demand for council services continues to be assessed and projections for future years will be adjusted accordingly.
22. Throughout the year, the Covid-19 pandemic has impacted the way the County Council delivers its services to its customers and how it operates internally. Many service areas have had to adapt to different ways of working to enable the business to continue in an efficient and effective manner.
23. As per Government guidelines, the County Council has asked its employees to work from home where possible. To enable the business to deliver its services, new IT software (including Microsoft Teams), has been rolled out which has enabled virtual business meetings to take place and for staff to stay in touch with their teams. Home working has also provided some financial benefits which have been included in the Quarterly Performance Monitor report projections during the year; however, the in-year savings identified are collated in **Table 4**.

**Table 4: Projected In-Year Underspending from Homeworking / Change in Service Delivery**

Type of Spend / Area	Projected Underspending	Comments
<b>Training</b>	(£0.141m)	Saving made from reduction of face to face learning in the first lockdown period in HR and Education. Learning and Development have adapted their training delivery model and are delivering 95% of scheduled training.
<b>Staff Travel/ Vehicle Mileage</b>	(£1.248m)	In-year saving from staff travel (including £1.0m within social care). Mainly due to reduced face to face visits.
<b>Office Spend</b>	(£0.050m)	Stationery savings as a direct result of reduced occupancy within county buildings.
<b>Utilities</b>	(£0.897m)	Reduction in utility expenditure due to reduced occupancy in the majority of county buildings.
<b>Facilities Management</b>	(£0.150m)	Reduction in furniture and equipment, security, shredding, reactive and routine cleaning – both customer facing and office services).
<b>Members Travel/ Expenses / Refreshments / Training</b>	(£0.160m)	Saving due to remote working and on-line meetings.
<b>Libraries and Community Services</b>	(£0.330m)	In-year underspend due to the enforced reduction in services during national lockdown.
<b>TOTAL</b>	<b>(£2.976m)</b>	

24. It is proposed that this £2.976m in-year saving is transferred to the Transformation Reserve to fund future innovative projects.

## Dedicated Schools Grant Outturn Position

25. The balance of the Dedicated Schools Grant (DSG) has risen into a £10.4m deficit at the end of the 2020/21 financial year, an increase of £9.0m since 2019/20. A detailed explanation of this position is reported in *paragraphs 55 to 65*.

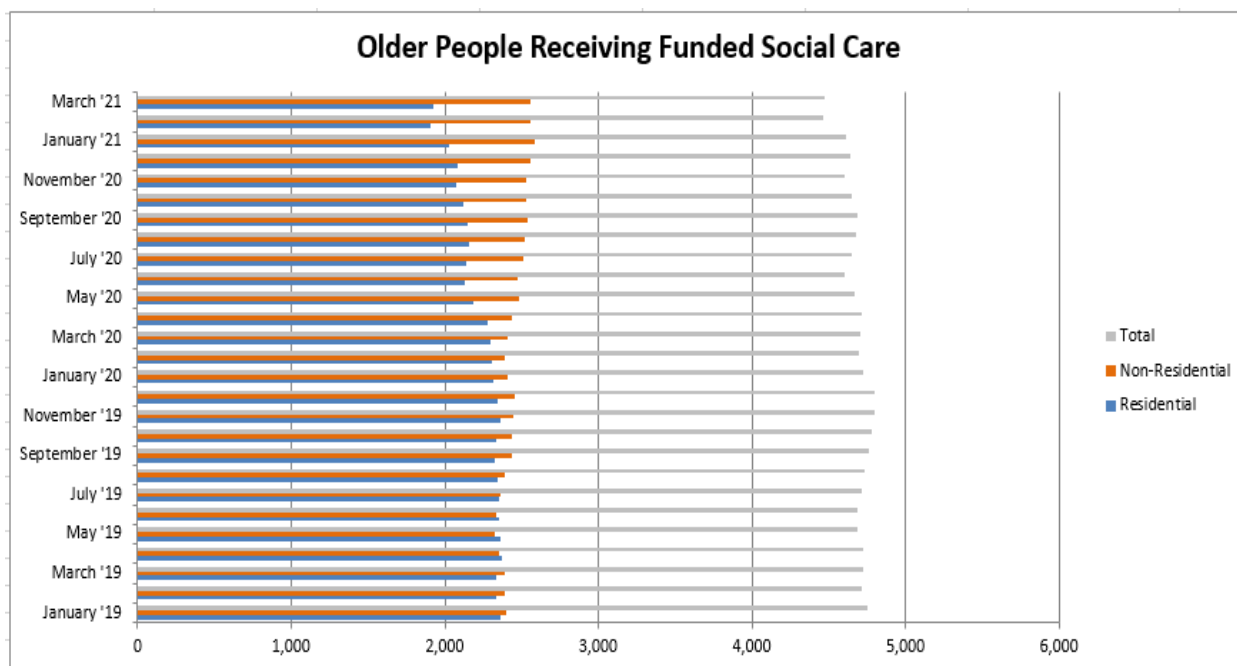
## Finance by Portfolio

### Adults and Health

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£57.227m	Funding from Covid-19 income and grants	(£57.227m)	
Increase number of physical and sensory impairment customers	£1.000m	Underspending within the older people cohort, largely due to a reduction in customers	(£1.600m)	
Increase provision for doubtful debt	£1.038m	Underspend on learning disabilities cohort, due to use of Covid-19 grant and reduction in spend expected on a specific placement	(£1.800m)	
Additional in-year senior management costs	£0.175m	Resilience Fund underspend due to the infection control grant temporarily reducing the need of the additional support to the market	(£0.600m)	
Other minor variations	£0.105m	Community Discharge Grant	(£0.300m)	
		Utilisation of the Improved Better Care Fund (iBCF) to fund allowable costs during the pandemic	(£3.000m)	
		In-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.215m)	
<b>Adults' and Health Portfolio - Total</b>	<b>£59.545m</b>		<b>(£64.742m)</b>	<b>(£5.197m)</b>

26. The **Adults and Health portfolio has underspent by £5.197m**. This outcome has been driven by Covid-19 and reflects the impacted service delivery, how the Hospital Discharge Programme has operated during the pandemic, and the funding decisions made by the County Council. Many of these impacts will be time-limited, therefore the reported outturn position should be interpreted as an extraordinary one and not as an indication that the financial challenges facing adult social care have abated to any significant extent.
27. The main effect has been on the **older people's** budget, where the number of customers receiving a funded package of social care fell by around 230 compared to March 2020, as shown in **Graph 1**. To put this change into context, if demand had risen in the way that would have been expected in normal circumstances, the customer group is likely to have increased by approximately 140. Covid-19 is the main reason for this position; whereas deaths averaged 75 per month in the year to March 2019, during the pandemic, that figure has risen to 130 with particular spikes in April 2020 and January 2021 - the peak of the first and second waves.

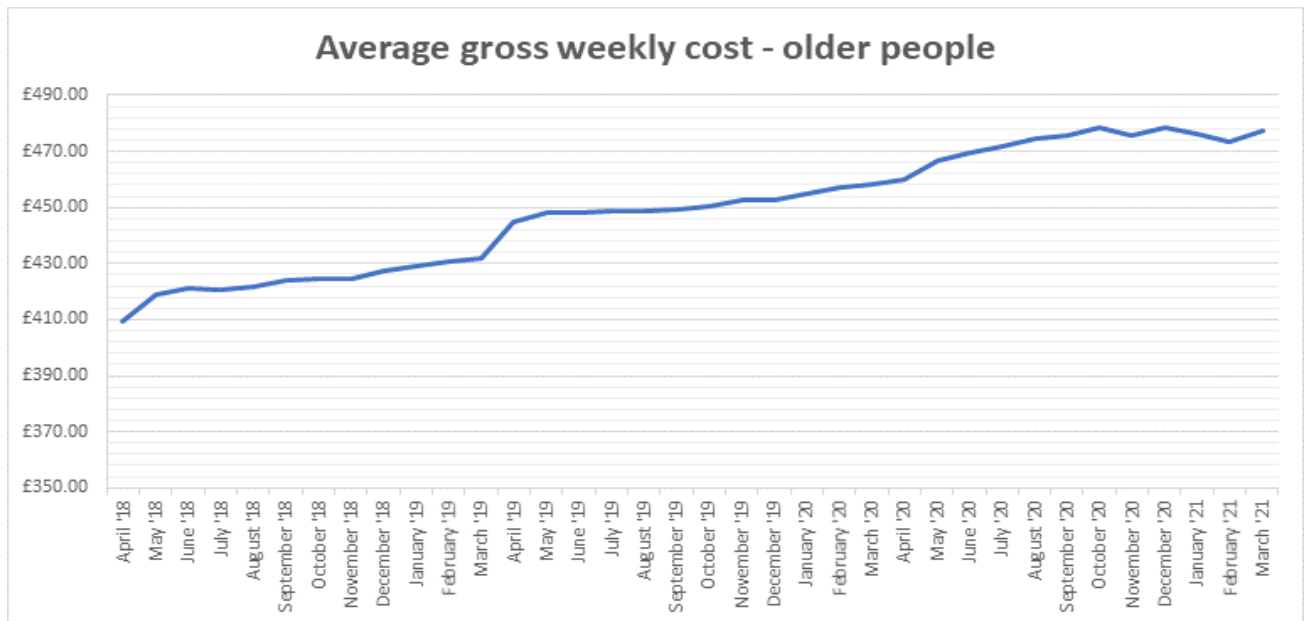
**Graph 1: Older People Receiving Funded Social Care**



28. Although this is the headline position, it is important to note that the apparent reduction in older people customers is an exaggerated situation due to the Hospital Discharge Programme, which is delaying the point at which people become the responsibility of adult social care.
29. **Graph 1** also highlights the extent to which the proportion of customers who are being supported with a community package rather than in a residential placement has risen. The number of non-residential customers now stands at over 57%, which is 6% higher than in March 2020. Whilst Covid-19 has hastened this, the County Council’s policy objective of supporting older people to live independently in the community, supplemented by investment in services like Home First, has also contributed towards the situation. In financial sustainability terms this is crucial because the average weekly cost of a residential placement remains nearly double that of a community package once the means-tested contribution that customers pay is taken into account.
30. Despite this, the average gross weekly package cost across both care types now approaches £480, which represents growth of 4.2% during 2020/21. That is greater than the inflationary uplift agreed by County Council of 2.7%. **Graph 2** shows how the average cost has moved during the last few years. (Note: The impact of the financial support provided to the market due to Covid-19 is excluded from the 2020/21 figures, since that cost was funded separately and was made available on a time-limited basis.)
31. Rising complexity of needs and the increasingly larger care packages that are needing to be agreed remain the key explanation for the growth trajectory shown in **Graph 2**. The pandemic has exacerbated the situation resulting in the proportion of residential placements for which an agreed rate is being paid, rather than the County Council’s usual maximum, rising to 26% (20% March 2020). This highlights the extent to which providers are asking for a premium when new admissions are being made. In the short-term some of this cost has been charged against the County Council’s Covid-19 funding, but if those rates

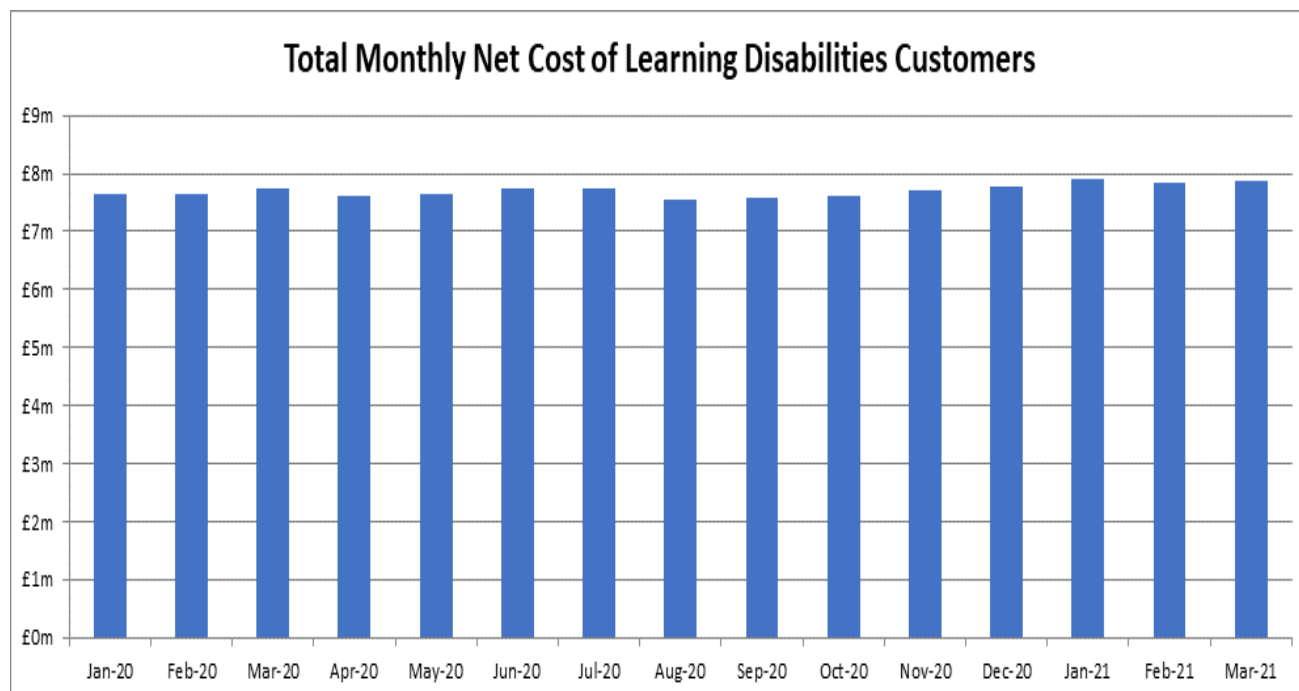
cannot be reduced once the pandemic has passed there is obvious potential for it to create an on-going risk for the social care budget.

**Graph 2: Average Gross Weekly Cost – Older People Residential**



32. In that respect, the County Council’s contract with Shaw Homes is also very relevant. A large part of the turnover in the older people’s group occurred within the 590 beds that are provided under it. This allowed for some of that provision to be used for hospital discharge purposes, so enabling the County Council to recharge to the Hospital Discharge Programme. Had that opportunity not presented itself, the older people’s budget would have overspent because the Shaw contract is paid on the basis of availability rather than occupancy. Overall, these elements have contributed in an underspending on the older people’s budget of £1.6m.
33. Within **Learning Disabilities**, the customer group was more stable and monthly care expenditure followed a fairly steady pattern as highlighted in **Graph 3**.

**Graph 3: Total Monthly Net Cost of Learning Disabilities Customers**



34. This is a pooled budget with the West Sussex Clinical Commissioning Group with all expenditure being split between the partners on a fixed percentage basis. At overall pooled level, there was overspending of £1.2m, mainly as Covid-19 delayed savings plans from being progressed. The County Council planned for this outcome and allocated Covid-19 funding to mitigate the risk for its share of the budget. The level of that funding was greater than required, partly as various direct care costs were otherwise charged to Covid-19 and partly because of reductions in spending due to services like day care not being available in the contracted way. For that reason, and other specific placement revisions, the outturn becomes an underspend of £1.8m for the County Council. It should be explained that this is not an underlying opportunity and there are undelivered savings of nearly £3m which will transfer in 2021/22.
35. There was overspending of £1.0m within **Physical and Sensory Impairment**, where customer numbers were 2.1% higher than at the end of March 2020. If adjusted for population growth, this continues to indicate that the prevalence of this disability type is increasing after several years when the proportion has been fairly static.
36. The **Resilience Fund** underspent by £0.6m; due to the reduction in need for the County Council to provide additional support to the market following the allocation of the in-year Infection Control Grant. In addition, there was also an underspend of £0.3m on the un-ringfenced **Community Discharge Grant**.
37. A **technical accounting transaction** relating to the provision for doubtful debt has been included in the portfolio. As the largest percentage of bad debts originate from Adult Social Care the increase to doubtful debt of £1.0m has been applied to the portfolio. Further details are reported in *paragraph 106*.
38. Between all of these areas, the aggregate underspending was £2.2m. This increases to £5.2m because the original expenditure plan for the **Improved**

**Better Care Fund (iBCF)** included a number of allocations where the need to spend was overtaken by the impact of Covid-19. That has enabled £3m of adult social care costs that otherwise would have needed to be funded by the County Council to be charged against the grant. Even after that has happened, £12.2m of iBCF will carry forward into 2021/22, of which around £5m is currently committed.

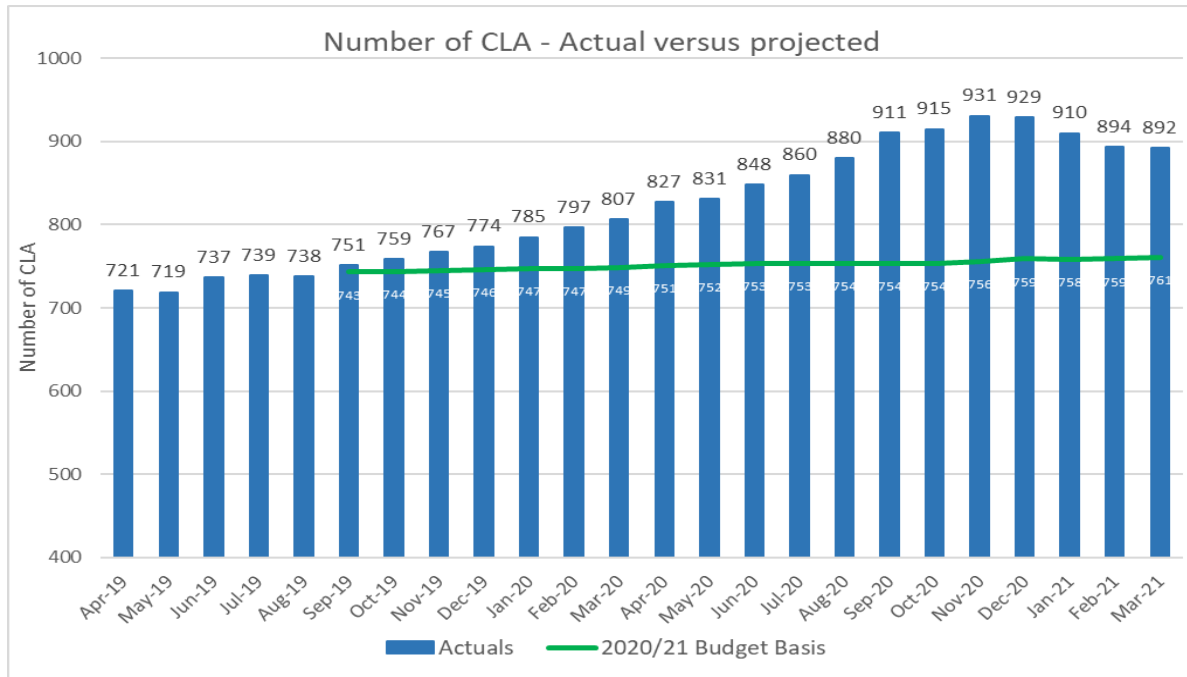
### Children and Young People

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£4.585m	Funding from Covid-19 income and grants	(£4.585m)	
Placement demand pressures for Children Looked After	£5.310m	Delayed recruitment to planned posts within the residential service	(£1.690m)	
Social care staffing	£1.401m	Underspend in Early Help	(£1.390m)	
Increase in joint funded cases for children with disabilities with Health	£0.450m	Underspending on Intentionally Homeless due to the temporary halt on evictions during the pandemic	(£1.020m)	
Increase in client spend – including one-off costs associated with the legal cases	£0.400m	Increased income expectation for UASC, partly due to increased grant for 18+	(£0.600m)	
		In-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.824m)	
		Reduction in spending within Joint Commissioning	(£0.248m)	
		Net underspend from Children First Improvement Plan following transfer of £2.285m required to the Improvement Reserve	(£0.274m)	
<b>Children and Young People Portfolio - Total</b>	<b>£12.146m</b>		<b>(£10.631m)</b>	<b>£1.515m</b>

**39. The Children and Young People portfolio has overspent by £1.515m.**

The primary area of budget pressure has been the number, cost, and type of **placements for children looked after (CLA)**. **Graph 4** shows that the year started with the number of children looked after at 807, which was 58 children higher than the budget. The number of children steadily increased during the year until a peak of 931 in November, when the actual number was 175 higher than the budget. By the end of March, the number of children looked after had reduced to 892, which was still 131 above the budgeted estimate.

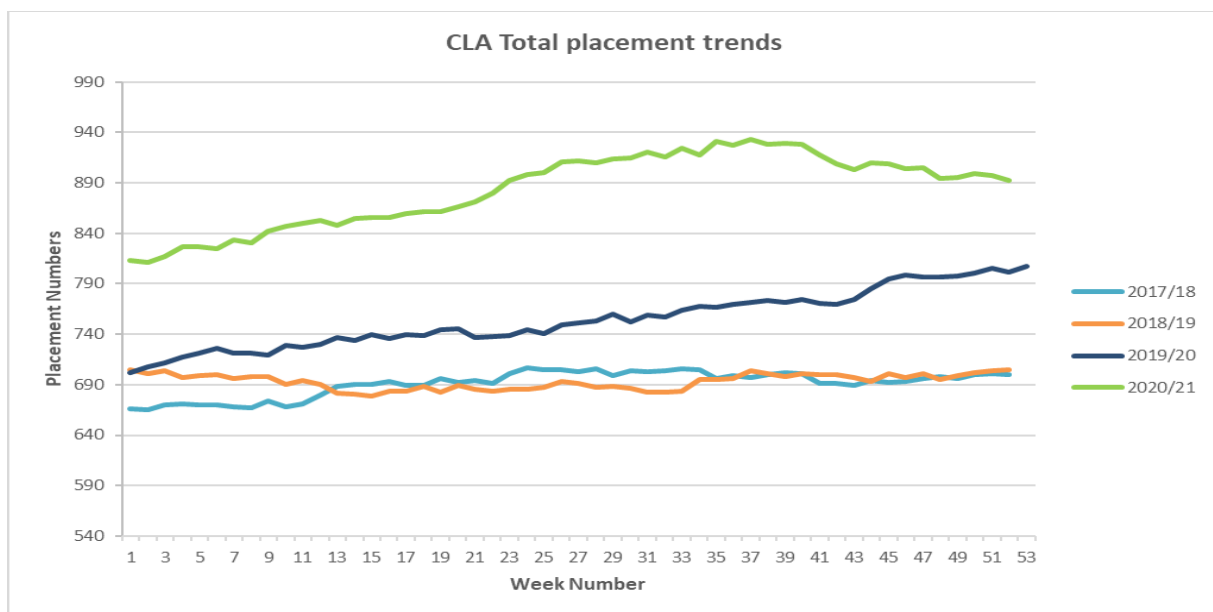
**Graph 4: Number of Children Looked After Compared to the Budget Basis**



**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.

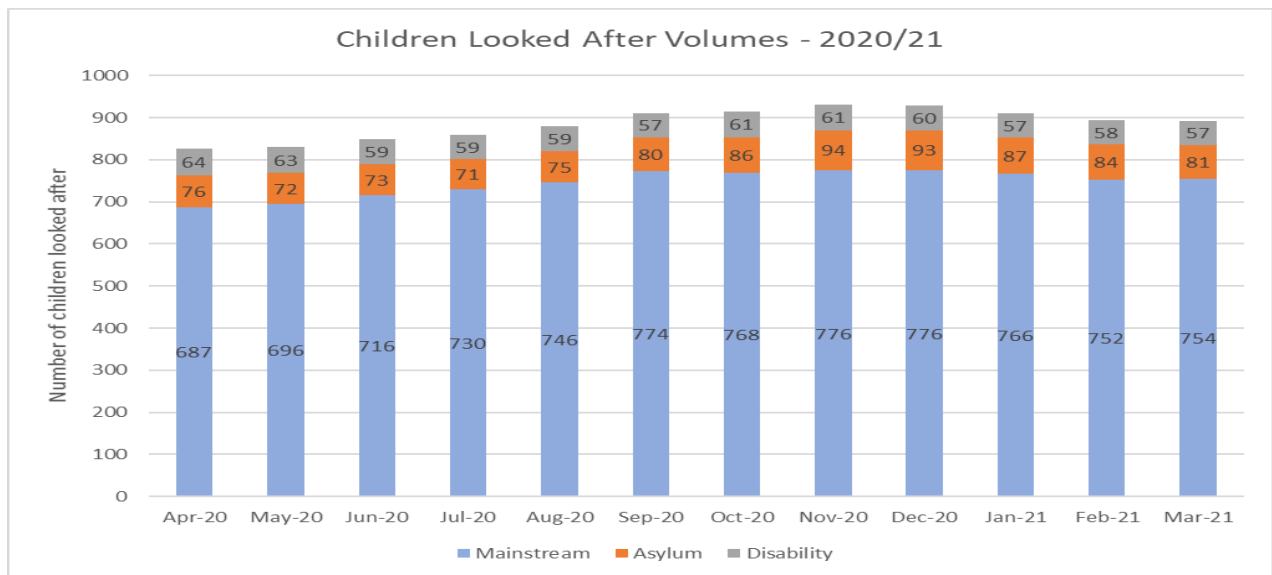
40. Undoubtedly, some of the increase in numbers of children looked after was a direct result of the Covid-19 pandemic. In particular, children who were placed with family and friends fostering remained in care for longer due to delays in the court system. **Graph 5** shows the total children looked after placements over the last four years and demonstrates the growth in recent years.

**Graph 5: Total Children Looked After - Placement Trends**



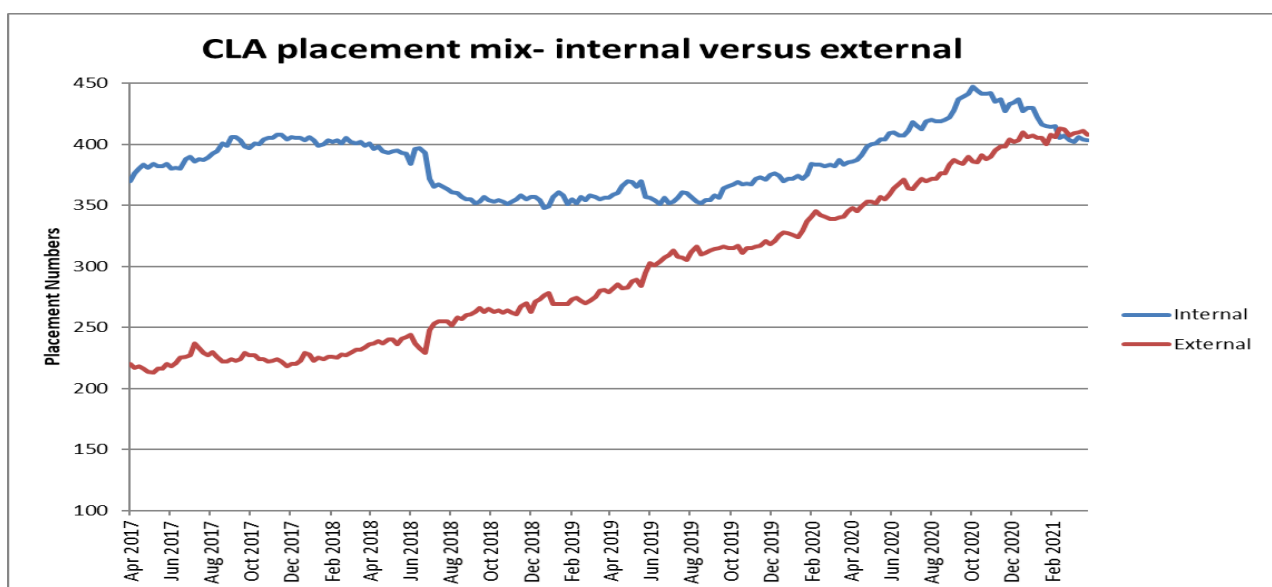
41. **Graph 6** details the average number of children looked after in each cohort during the 2020/21 financial year, showing the largest increase in the mainstream service provision.

**Graph 6: Volume of Children Looked After between April 2020 – March 2021 by Cohort - (Mainstream/ UASC and Children with Disabilities)**



42. At the same time as these unprecedented numbers of children looked after, the internal fostering capacity was unable to keep pace with the increased demand and resulted in the overall percentage of external placements being higher than internal placements by the end of the financial year. This is significant because, generally, external placements are more costly than those supported internally. Evidence suggests that this is in part due to the difficulties in placing sibling children together within our in-house foster service. There is currently a lack of financial incentive for an in-house foster carer to look after more than one child, as external foster care agencies provide a more generous payment scheme. This disparity will be addressed under a new foster care allowance scheme which will be implemented from 1<sup>st</sup> April 2021.

**Graph 7: Children Looked After Placement Mix – Internal and External Placements**



43. The cost of placements is another significant factor affecting the placement budgets. Despite the number of children looked after reducing towards the



latter part of the year, there were a number of weeks where the net cost was still higher than the previous week. This was due to a combination of new placements costing more per week than those which ceased, and placement changes for children who were already looked after where the new placement cost more than the previous one (for instance, changing from a fostering placement to an external residential one). In net terms, the average cost of a mainstream placement increased by 5.2% during the year, and placements for children with a disability increased by 7.3%.

44. In relation to **social work staffing**, **Table 5** shows that that 13.47fte more permanent staff were employed by the end of March 2021 than at March 2020. Within this timeframe, there has been staffing turnover which included 15.38fte leaving the organisation between November and January; the end of the previous retention tie-in period. However, in August, we had another successful intake of newly qualified social workers to their assisted and supported year in employment (ASYE).
45. Overall, the number of full-time equivalent positions increased during the year by 24.46fte as a direct result of the increase of caseloads. Specific demand in caseloads in the Assessment and Intervention Team and Family Support and Protection Teams have pushed the proportion of agency staff to 18.7% at the end of March 2021 compared with the 16.9% at March 2020. All these factors have resulted in an overall social care staffing overspend of £1.401m.

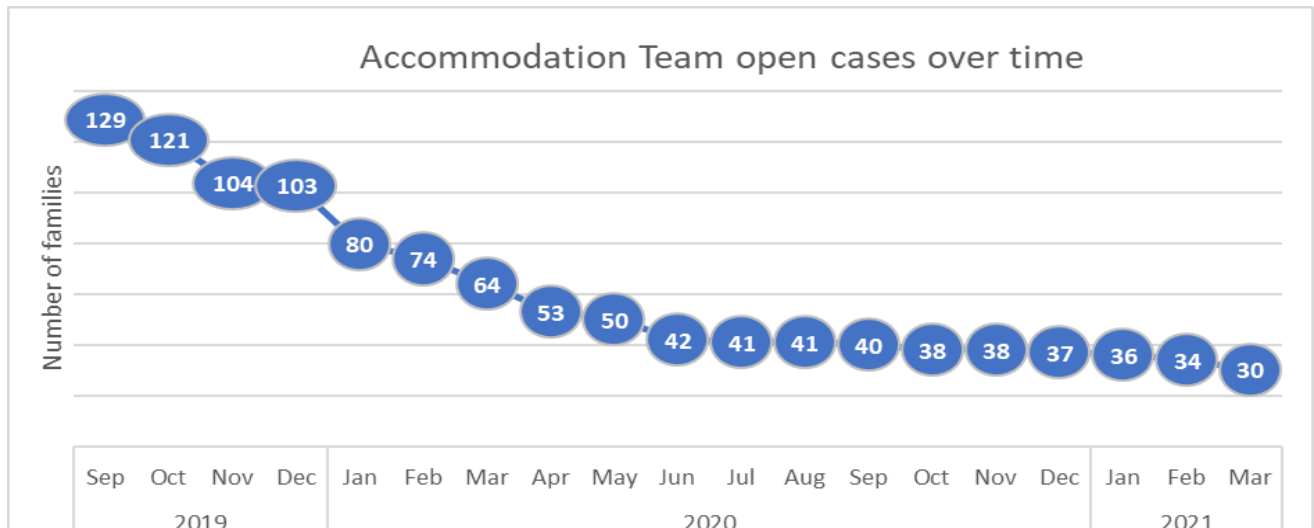
**Table 5: Social Care Staffing Comparison – March 2020 – March 2021**

End of March 2020		End of March 2021		End of March 2021	
Current Permanent FTE	Current Agency FTE	Current Permanent FTE	Current Agency FTE	Permanent FTE	Agency FTE
301.50	61.41	314.97	72.40	+13.47	+10.99

46. The Council-run children’s **residential service** has undergone a full restructure during the year, with new operating models having been implemented within the three homes which remained open. In addition, building work to reconfigure and refurbish the other three children’s homes has been completed and are expected to open soon. New staffing structures within this service have taken longer than expected to achieve due to the need to develop a response to the pandemic taking precedence. The outcome of this delay is an underspend of £1.690m.
47. As previously reported, within the **Early Help service** a number of staffing positions have remained vacant during the year. This is partly due to the pandemic and partly with a view to the Early Help redesign proposals which are currently being consulted upon. This has led to an underspend of £1.390m.
48. Another area that has underspent significantly this year is support for **Intentionally Homeless** families. Part of the Government response to the pandemic was to prevent landlords from evicting tenants except “in the most serious circumstances”, and this led to a substantial decrease in the number of new families presenting as homeless. In March 2020, 64 families were being

accommodated by the Council and this had reduced to 30 by the end of March 2021, resulting in an underspend of £1.020m against this budget. However, given the number of households in rent arrears (rent arrears in the social housing sector have peaked nationally at £1 billion during the pandemic for the first time) this is an area of considerable concern for 2021/22.

**Graph 8: Intentionally Homeless Services – Accommodation Open Cases**



49. Despite the pandemic, all planned savings for the Children’s budget have either been delivered in full or temporarily mitigated through underspending. One example which has been mitigated through underspending is in relation to the saving titled “Lease of vacant properties to reduce intentionally homeless costs”. Although this project (in partnership with the YMCA) has not been able to progress as quickly as hoped due to Covid-19, the reduction in numbers of intentionally homeless families being supported has enabled this saving to be mitigated in year. It is expected that the project will pick up pace again in 2021/22, meaning that the savings are expected to be delivered permanently next year.
50. A number of carry forward requests, which are detailed in *paragraphs 93-95*, have been actioned during the closing of the accounts. £0.020m underspending in the Youth Justice Service has been carried forward to procure an independent facilitator to run partnership developing workshops, a £0.052m underspending in the West Sussex Safeguarding Children Partnership budget has been carried forward to help fund the anticipated increase in reviews in 2021/22, and a £2.285m transfer to the Children First Improvement Reserve.
51. Overall, the **Children First Improvement Plan** has a planned underspend of £2.559m in year resulting from intended improvement activities being delayed as staff responded to the pandemic. Of this underspend, £2.285m has been transferred into the Children First Improvement Reserve to fund vital project costs which have slipped into 2021/22 and 2022/23. An update of the financing of the Children First Improvement Plan is reported in **Appendix 5**.

## Education and Skills

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£3.151m	Funding from Covid-19 income and grants	(£3.151m)	
Home to School Transport costs; predominantly Special Educational Needs	£0.946m	Staffing vacancies within the School Effectiveness and Inclusion Service	(£0.287m)	
Increasing utility costs within the Crawley Schools PFI contract	£0.200m	Underspending on school catering equipment	(£0.171m)	
		Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.135m)	
		Underspending on small school projects and property costs	(£0.192m)	
		Other minor variations	(£0.224m)	
<b>Education and Skills Portfolio –Total</b>	<b>£4.297m</b>		<b>(£4.160m)</b>	<b>£0.137m</b>

52. The **Education and Skills portfolio has overspent by £0.137m**. 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 £1m was added to this budget this year, but despite these additional funds, this budget still overspent by £0.946m in 2020/21.
53. A pressure of £0.2m has arisen this year 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 has not been possible to do this on an on-going basis.
54. To help mitigate these overspending pressures, other service areas have reduced spending on non-essential items and have held staff vacancies where possible.

## Dedicated Schools Grant

55. The **Dedicated Schools Grant (DSG)** initial allocation in 2020/21 totalled £638.3m and was 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 Social Care, the remaining expenditure was incurred by Education.
56. The balance on the Dedicated Schools Grant reserves at the beginning of the 2020/21 financial year stood at a £1.739m deficit. After allowing for the retrospective additional DSG allocation for Early Years of £0.328m made in July, the December 2020 balance in reserves stood at a deficit of £1.347m.

57. The DSG conditions of grant for 2020/21 require all Local Authorities with a deficit to submit a plan for managing the shortfall to their Schools Forum. This plan is currently being updated and will be shared with Cabinet in the Summer.

58. The final position on the **DSG in 2020/21 was an overspend of £9.041m:**

**Table 6: DSG Outturn Position for 2020-21**

	<b>Projected Variation £m</b>
<b><u>Early Years Block</u></b>	
• Placements – Payments to early years providers	(£0.049)
• Centrally Retained - Staffing underspends in Early Years	(£0.147)
<b>Early Years Block Total</b>	<b>(£0.196)</b>

	<b>Projected Variation £m</b>
<b><u>High Needs Block</u></b>	
• Independent and Non-maintained Schools – Increased number of placements and higher average annual costs in independent special schools.	£6.294
• Independent pre-school placements and 14-16 college placements	£0.111
• Post-16 Placements – Cost of additional students placed with Specialist Independent Providers partially offset by an underspending within Further Education Colleges	£0.250
• Exceptional Needs and Top Up Funding – Increased number of ENF allocations and mainstream top-ups.	£2.333
• Specialist Support – Significantly higher level of spend on NTAS and SENSE learning packages where children may otherwise have been out of school	£1.779
• Support for Schools:	
➢ Additional portacabin at St Anthony's	£0.213
➢ Alternative Provision	(£0.365)
➢ Virtual School	(£0.329)
➢ Schools in Financial Difficulty	(£0.143)
➢ Staffing underspends in Pupil Entitlement and Inclusion	(£0.021)
<b>High Needs Block Total</b>	<b>£10.122</b>

	<b>Projected Variation £m</b>
<b><u>Schools Block</u></b>	
• Rates - Refunds for academy conversions during the year	(£0.142)
• De-delegated Services - Underspending within School Effectiveness Service, Supply Cover, Free School Meals Eligibility Checking Service, and Ethnic Minority and Traveller Advisory Service.	(£0.170)
• General Duties - Underspending on redundancies budget due to no small school closures and very few school restructures during the year	(£0.244)
<b>Schools Block Total</b>	<b>(£0.557)</b>

	<b>Projected Variation £m</b>
<b><u>Central Block</u></b>	
• Support for Schools:	
➤ School Milk (summer 2020 term)	£0.007
➤ Staffing overspendings	£0.028
➤ Administration of exclusion and admissions appeals	(£0.051)
➤ Area Inclusion and Improvement Boards	(£0.312)
<b>Central Block Total</b>	<b>(£0.328)</b>

<b>Total Dedicated Schools Grant 2020/21 Outturn</b>	<b>£9.041</b>
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59. As a result of the £9.041m overspending, there is now a **deficit of £10.388m within a DSG unusable reserve at the end of 2020/21:**

**Table 7: DSG Revised Reserves Balance (March 2021)**

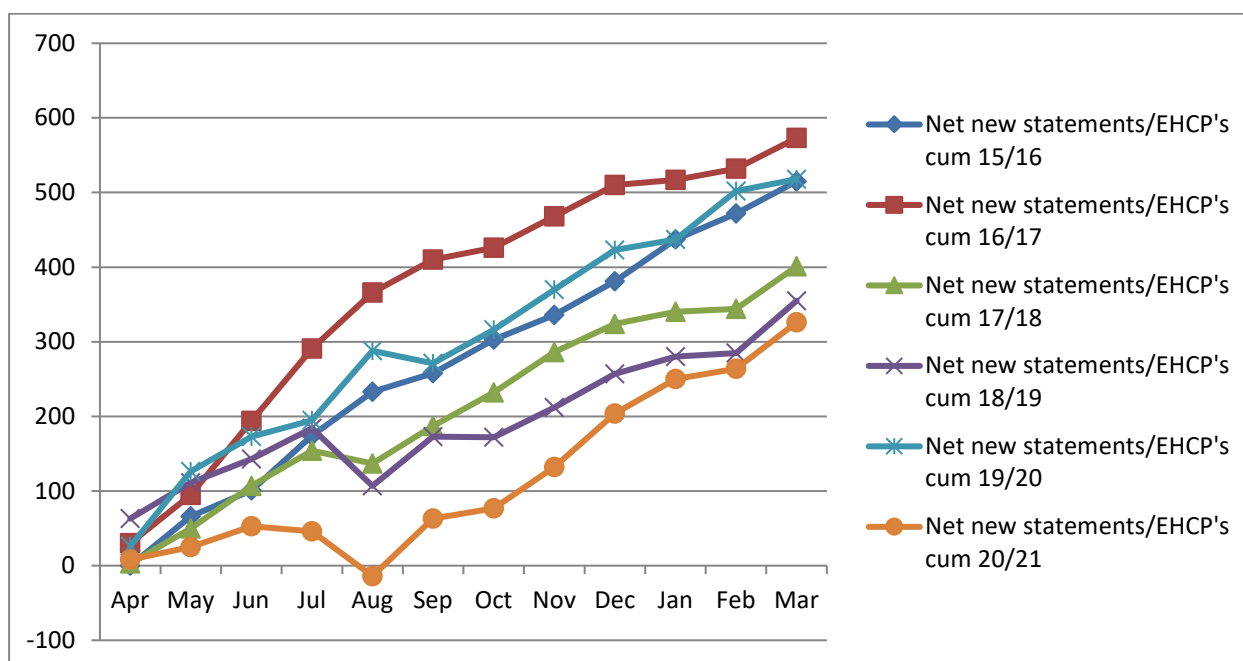
	Early Years DSG Reserve £m	Schools DSG Reserve £m	General DSG Reserve £m	Total DSG Reserves £m
<b>2020/21 Opening Balance</b>	<b>£0</b>	<b>£0.023</b>	<b>(£1.762)</b>	<b>(£1.739)</b>
2020/21 High Needs Correction	£0	£0	£0.064	£0.064
2019/20 Early Years Adjustment	£0	£0	£0.328	£0.328
<b>2020/21 Working Balance</b>	<b>£0m</b>	<b>£0.023</b>	<b>(£1.370)</b>	<b>(£1.347)</b>

	Early Years DSG Reserve £m	Schools DSG Reserve £m	General DSG Reserve £m	<b>Total DSG Reserves £m</b>
<b>2020/21 Working Balance</b>	<b>£0m</b>	<b>£0.023</b>	<b>(£1.370)</b>	<b>(£1.347)</b>
Early Years underspending	£0	0	£0.196	£0.196
High Needs overspending	£0	0	(£10.122)	(£10.122)
Schools underspending	£0	(£0.023)	£0.580	£0.557
Central block underspending	£0	£0	£0.328	£0.328
<b>2020/21 Year-end Balance</b>	<b>£0</b>	<b>£0</b>	<b>(£10.388)</b>	<b>£10.388</b>

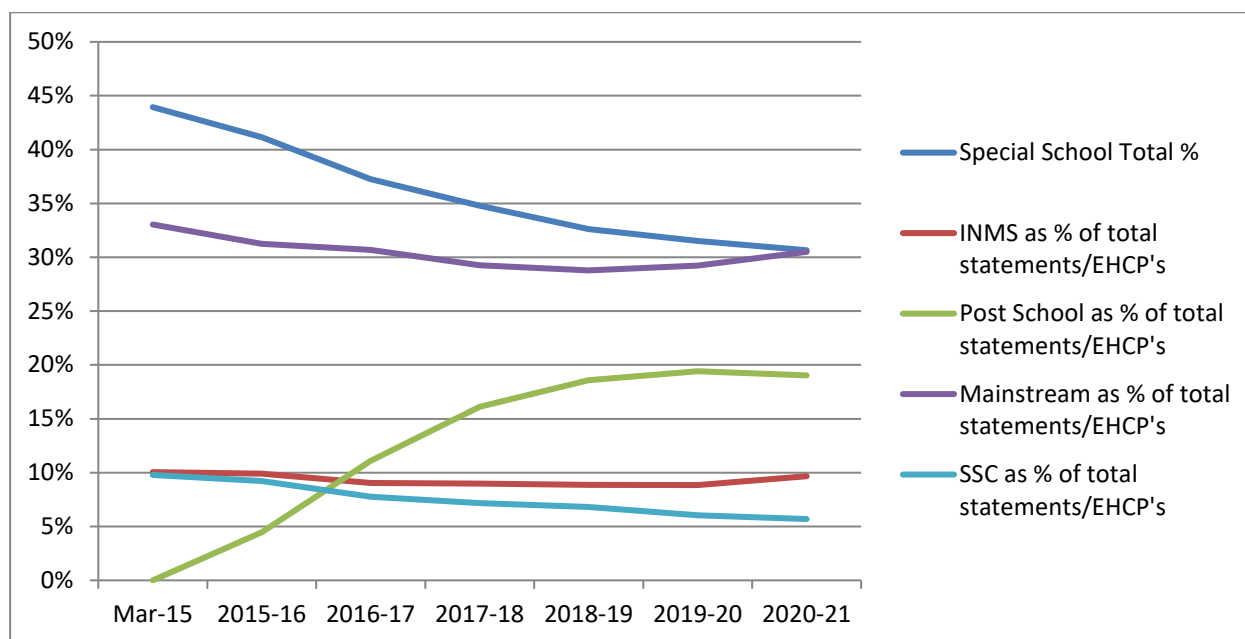
60. The **Education and Health Care Plan (EHCP)** assesses the needs of a child in the context of the Education budget, it is a major cost driver in relation to the Local Authority funded Home to School Transport budget and the DSG funded High Needs block.

61. **Graph 9** demonstrates the number of EHCP Plans which have taken place in each financial year since March 2015 and **Graph 10** shows the different provision setting assessment relates to. As can be seen in **Table 8**, back then there were 3,423 children and young people with EHCPs, and since that time those numbers have risen significantly.

**Graph 9: Education Health Care Plan (EHCP) – New Assessments Per Year**



**Graph 10: Education Health Care Plan (EHCP) – New Assessments by Provision Per Year**



**Table 8: Number of Education and Health Care Plans by Area**

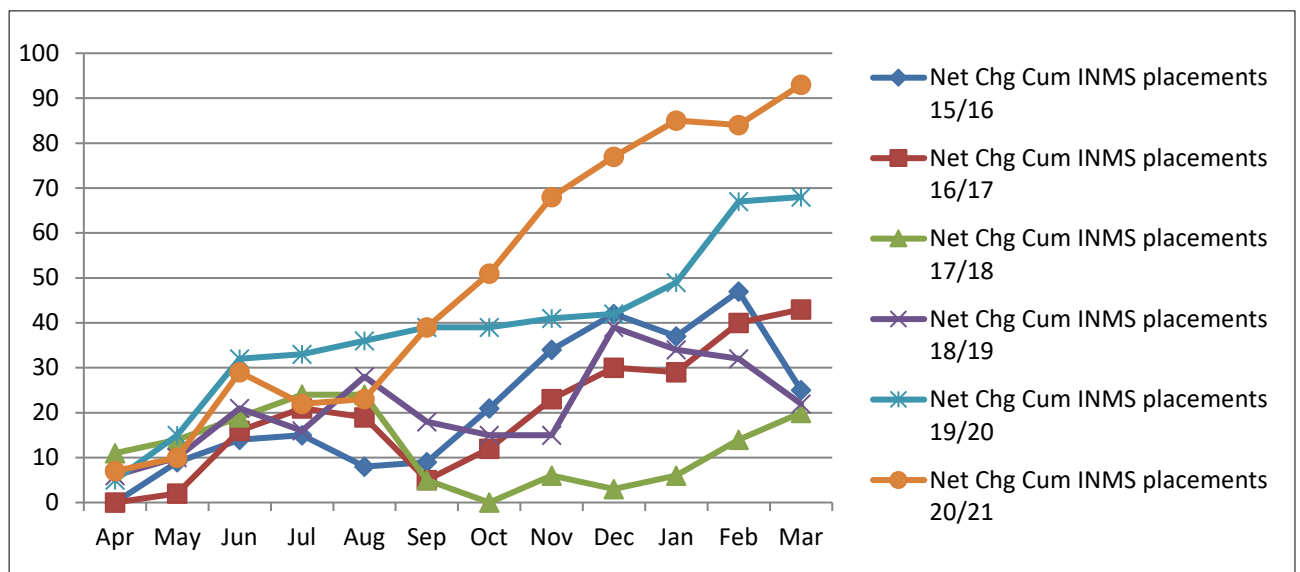
Number of EHCPs	March 2015 No. of EHCP's	March 2020 No. of EHCP's	March 2021 No of EHCP's	Change No. of EHCP's between March 2020 and March 2021
Mainstream	1,131	1,719	1,949	230
SSCs	335	329	345	16
Special Schools	1,504	1,790	1,821	31
INMS	344	522	615	93
Post School	0	1,128	1,127	(1)
Early Years	25	86	34	(52)
Alternative Provision	13	24	12	(12)
Other	71	187	208	21
<b>Total EHCPs</b>	<b>3,423</b>	<b>5,785</b>	<b>6,111</b>	<b>326</b>

62. This year the numbers have continued to rise, increasing by a further 326 by 31<sup>st</sup> March 2021, as shown in **Table 8**, but at a lower level than previous years. The main reason for this is the impact that the Covid-19 pandemic has had on the EHCP process during the year, and in particular, the challenges that this has presented to the Special Educational Needs Assessment Team (SENAT) in terms of meeting the statutory timescales. This meant that numbers did not increase

very much in the first half of the year but have risen sharply over the final six months.

63. One of the main reasons for the increasing level of EHCP's has been the extension of support to young people up to the age of 25. Statements previously lapsed at age 19, however since 2015 when the system was reformed, West Sussex, along with all other LAs, has been supporting a new cohort of young people aged 19-25 for which they have received no additional funding.
64. Despite this significant increase in post school placements, the budget for this age group continues to remain largely underspent as the majority of these additional pupils are met within the funding that the colleges receive directly from government.
65. Although numbers increased by 5.6% this year, this pattern has not been seen across the board and the number of pupils in Independent and Non-maintained Sector (INMS) settings in particular, has continued to rise at a much higher rate. Graph 11 demonstrates the cumulative increase of Independent Non-Maintained School placements since 2015/16.

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





## Economy and Corporate Resources

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£4.407m	Funding from Covid-19 income and grants	(£4.407m)	
Technical accounting transactions – Pre-payment adjustment to align the remaining period of the capita contract with the remaining prepayment	£1.408m	Public Health contribution for central overhead charges	(£0.900m)	
Technical accounting transactions – Reduction in value of Flexible Use of Capital Receipts applied	£0.963m	Delays to planned expenditure due to the focusing on the return of the ITO and Covid-19 activities	(£0.943m)	
Settlement of an outstanding claim with Capita	£2.000m	In-year underspending from homeworking/ change in service delivery – Reactive cleaning, security, equipment, printing and staff training during the pandemic	(£0.300m)	
Facilities Management SLA income shortfall and a reduction in car park income	£0.150m	In-year underspending from homeworking/ change in service delivery – Members travel, expenses, refreshments and training during the pandemic	(£0.160m)	
Minor variations	£0.085m	Reduction in Economy and Digital Infrastructure Expenditure	(£0.276m)	
		Staffing vacancies and other underspending within the Communications Team	(£0.200m)	
<b>Economy and Corporate Resources Portfolio – Total</b>	<b>£9.013m</b>		<b>(£7.186m)</b>	<b>£1.827m</b>

66. The **Economy and Corporate Resources portfolio has overspent by £1.827m**, although this overspending is as a direct result of a number of **technical accounting transactions** which have been applied during the final accounts process. These transactions include a £1.408m pre-payment adjustment to reflect the realignment of a prepayment with the remaining term of the Capita contract. In addition, a balance of £0.963m has been charged following a decision not to apply Flexible Use for Capital Receipts to planned expenditure following a robust and prudent scrutiny of eligible transactions and the foresight of having the capital receipts available for future use. Further information on these items is reported under the Technical Accounting Transaction Section in *paragraph 106*.
67. The County Council had a dispute with Capita regarding a historical claim for ITO services covering a seven-year period. This claim arose because volume thresholds in the contract were exceeded resulting in additional costs owing to Capita. Following mediation, the council agreed to pay Capita £2.0m to settle the claim. This payment was partly offset by delays to planned expenditure due to the focusing on the return of the ITO and the pandemic response.
68. The **Economy and Digital Infrastructure** service is reporting a £0.276m underspend. Within this area, the Horsham Enterprise Park project has underspent by £0.1m due to the project moving into its capital delivery phase, therefore releasing a revenue saving. Other underspending within this team relates to staffing vacancies and the early 2021/22 saving realised by the One Public Estate programme by reducing the cost of professional fees.
69. **HR, Law and Assurance and the Communications Team** have reported an in-year underspend. This is largely due to staffing vacancies held during the

pandemic and from a reduction in office expenditure. Over the year, there has also been a decrease in the cost of staff training. At the start of the pandemic, there were a number of alterations made to the training offering, however HR worked quickly to find alternative arrangements to enable training to continue during the year with many courses now available online. In addition, in-year savings of £0.160m have been made from a reduction in Member's travel, expenses and training during the year.

70. **Facilities Management** have also seen a reduction in expenditure. There have been less spend on furniture and fittings, security, shredding and reactive cleaning due to less demand and usage of County Council buildings.
71. A £0.9m contribution from the Public Health Grant towards overhead costs arising from Public Health activities is included in the outturn position.

## Environment

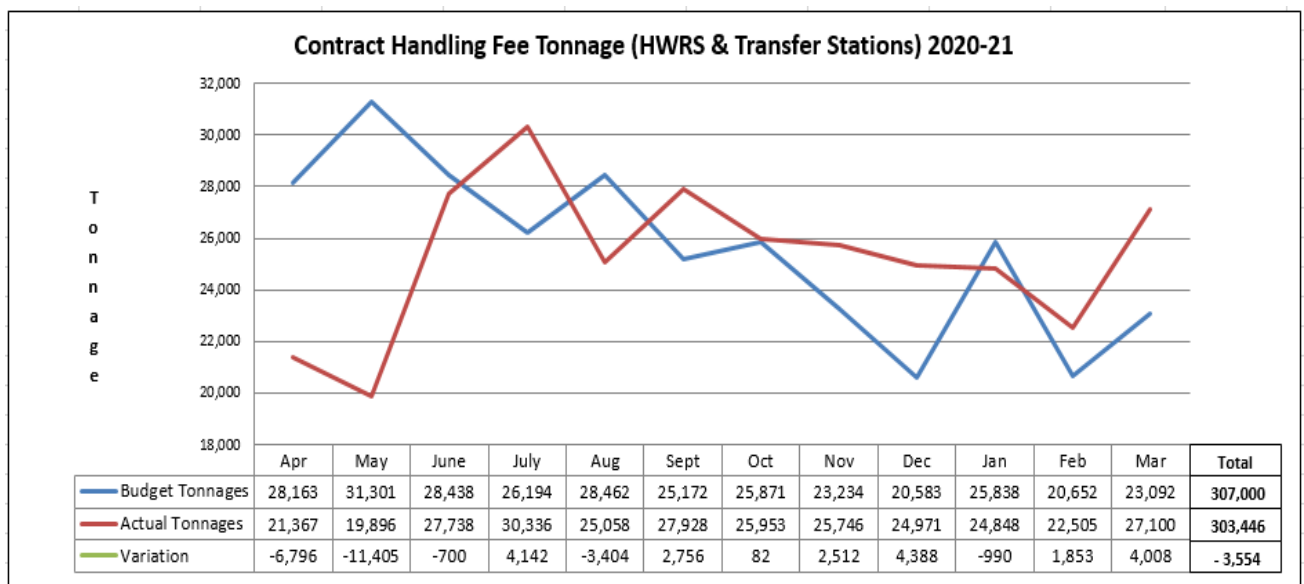
Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£1.170m	Funding from Covid-19 income and grants	(£1.170m)	
Shortfall in delivery of additional income (part 2019/20 & 2020/21 savings) due to delays in project creation	£0.470m	Projected underspend on corporate utility rates in 2020/21	(£0.183m)	
Income loss on the sale of energy due to a down-turn in energy market rate	£0.608m	Projected in-year underspending from homeworking/ change in service delivery – Corporate utility usage	(£0.897m)	
Increase in insurance cost at the Mechanical and Biological Treatment Centre	£0.502m	Net reduction in waste	(£0.163m)	
		Minor variations	(£0.188m)	
<b>Environment Portfolio –Total</b>	<b>£2.750m</b>		<b>(£2.601m)</b>	<b>£0.149m</b>

72. The **Environment portfolio has overspent by £0.149m**. The income expectation in relation to **solar and battery storage projects** has resulted in a shortfall in 2020/21. Part of this deficit is because of the Covid-19 pandemic affecting existing projects and potential opportunities. The non-completion of projects has reduced the additional income expectation by £0.470m. At the end of the 2019/20 financial year, the rates received for the energy generated at our solar and battery farms reduced significantly due to market forces. Whilst these rates have remained low through 2020/21, they have not dropped as far as predicted; however, despite an improvement in the rates being achieved, the reduction in income in 2020/21 is £0.608m.
73. A £0.502m increase in the cost of insuring the Mechanical and Biological Treatment Centre (MBT) has also impacted the outturn position, however these pressures have been largely mitigated by utilities expenditure reducing significantly as a result of the Covid-19 pandemic. Most of the County Council's buildings have been running with vastly reduced occupancy throughout 2020/21 which has led to a £0.897m saving.
74. The **Waste Service** has been heavily impacted by the Covid-19 pandemic, with all West Sussex Household Waste Recycling Sites (HWRS) shut between

23<sup>rd</sup> March and 11<sup>th</sup> May 2020 (when some sites opened with a reduced service). In addition, a fire at the Crawley Household Waste Recycling Site on the 17<sup>th</sup> July, led to damage at the facility. Repairs to the building took several months and was re-opened on 11<sup>th</sup> December.

75. In April and May, the volume of waste reduced significantly, with less tonnage entering the system due to the HWRS closures. This reduction in volume created an initial saving of around £0.9m, however between June and March, the overall waste volumes increased by almost 15,000 tonnes which resulted in an overall outturn waste underspending of £0.163m. **Graph 12** shows the volume of waste received during the year. The mix of waste and increase in kerbside collections added particular stress to the Material Recycling Facility. It is expected that there will be a continued increase in waste entering the system with people expected to continue working from home more frequently.

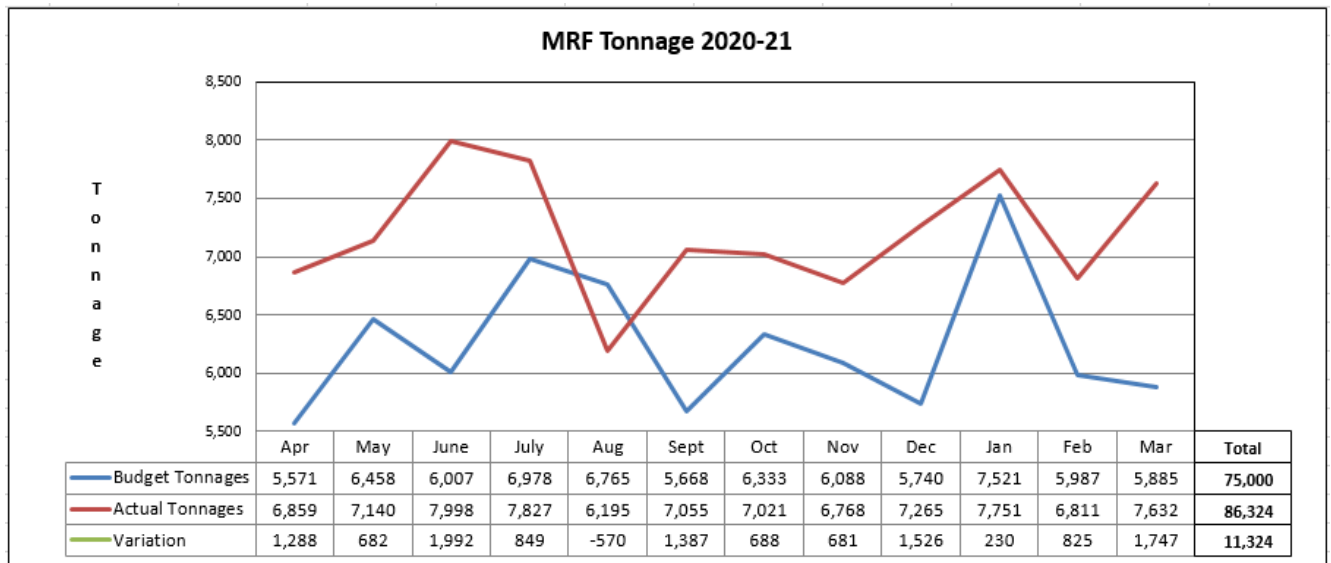
**Graph 12: Waste Tonnage Entering Household Waste Recycling Sites and Transfer Stations Compared to Budget**



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

76. **Graph 13** demonstrates the stark increase of waste being sent to the MRF when compared the budgeted expectation.

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



77. £0.109m of income received from the Proceeds of Crime fund has been carried forward as part of the closing of the accounts. This funding is to be used to fund a two-year post which is designed to strengthen our Trading Standards team in protecting vulnerable people. This request is detailed in the Carry Forward Requests section in *paragraphs 93-95*.

## Finance

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£1.101m	Funding from Covid-19 income and grants	(£1.101m)	
Central Insurance charge	£1.871m	Tangmere Airfield rental income (Covid-19 testing site)	(£0.100m)	
Non-delivery of additional commercial investment property income saving	£0.275m	In year reduction of property management IT system costs	(£0.140m)	
		Staffing vacancies, one off backdated income and other minor variations	(£0.235m)	
<b>Finance Portfolio –Total</b>	<b>£3.247m</b>		<b>(£1.576m)</b>	<b>£1.671m</b>

78. The **Finance portfolio has overspent by £1.671m**; although this overspending is as a direct result of a **technical accounting transaction** which has been applied during the final accounts process. A planned draw down of £1.871m from the Insurance Reserve was not undertaken following a review of the overall position.

79. At the beginning of the year, it was evident that a saving relating to raising additional commercial investment property income was not achievable as the County Council had paused this activity. This loss of saving has been offset by in-year savings from staffing vacancies, one off income and the delays of the creation of a new property management IT system.

## Fire and Rescue and Communities

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£5.688m	Funding from Covid-19 income and grants	(£5.688m)	
Non-delivery of repurposing of key buildings saving	£0.150m	Projected in-year underspending from homeworking/ change in service delivery – Libraries and Community Services enforced service reduction during the pandemic	(£0.330m)	
		Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage during the pandemic	(£0.033m)	
		Underspend on library media fund	(£0.150m)	
		Other minor variations	(£0.255m)	
<b>Fire and Rescue and Communities Portfolio – Total</b>	<b>£5.838m</b>		<b>(£6.456m)</b>	<b>(£0.618m)</b>

80. The **Fire and Rescue and Communities portfolio has underspent by £0.618m**. The pandemic has had a large impact on the services delivered to the public. Within **Communities**, all of our public buildings including libraries, archive offices and wedding venues were affected by the pandemic and the Government’s national guidance on social restrictions throughout the year. These restrictions led to reduced or no services being delivered at various points of the year. However, many staff from these teams were at the heart of the County Council’s front-line response in helping those more vulnerable or in need.
81. In year savings from the closure of buildings and reduced services is reported, as well as an in-year underspending of £0.150m on the library media fund due to the reduced number of publications printed and distributed in the year.
82. A carry forward request for £0.068m in relation to the unspent Communities Initiatives Fund has been actioned during the closing of the accounts. A decision published in March details that this underspend will be used to ‘bolster the activity of Food Partnerships across West Sussex and charities that specialise in the re-distribution of otherwise wasted food’.
83. Other carry forward requests which have been actioned during the closure of the accounts include one off funding from Ancestry towards Record Office projects and a number of grants received from the Government for Fire and Rescue Services. Details of these requests are reported in the Carry Forward Requests section in *paragraphs 93-95*.
84. The **Fire and Rescue Service** have continued at pace to progress the Fire Improvement Plan during 2020/21. In November, the chair of the Independent Advisory Panel announced that the external scrutiny panel was no longer needed given the progress that has been made. In February, Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) undertook a reinspection and in a letter to the County Council, acknowledged the tangible progress made to date. An update on the financing of the Fire Improvement Plan is reported in **Appendix 6** and a link to the HMICFRS 2021 [reinspection letter](#) is available on the link below:

## Highways and Infrastructure

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£3.472m	Funding from Covid-19 income and grants	(£3.472m)	
Ash Dieback emergency felling works	£0.153m	Reduction in Street Lighting PFI electricity costs	(£0.524m)	
		National Concessionary Fares underspend – reduced usage	(£0.251m)	
		National Concessionary Fares underspend – reimbursement of payments to bus operators	(£0.981m)	
		Staffing vacancies following the implementation of service redesign	(£0.260m)	
		Reduction in in-house transport, including saving on fuel during pandemic restrictions	(£0.253m)	
		Additional income from street works charges to utilities and telecommunication providers	(£0.221m)	
		Projected in-year underspending from homeworking/ change in service delivery – Reduced staff travel/ vehicle mileage and training during the pandemic	(£0.072m)	
		Minor variations	(£0.103m)	
<b>Highways and Infrastructure Portfolio –Total</b>	<b>£3.625m</b>		<b>(£6.137m)</b>	<b>(£2.512m)</b>

85. The **Highways and Infrastructure portfolio has underspend by £2.512m**, however this position has only been made possible by a number of fortunate reductions in expenditure towards the end of the financial year.
86. Following revised guidance issued by the Department for Transport, reimbursement **payments to bus operators** have been reduced in line with service mileage reductions implemented during the Covid-19 pandemic. The adjustments to payments have been backdated to September 2020 and have reduced expenditure by £0.981m in 2020/21. The Department for Transport has indicated that the impact of reclaimed funding will be mitigated by the provision of additional central government grant awarded directly to bus operators.
87. In addition to this change in Government guidance, the usage of the National Concessionary Fares Scheme by our residents, reduced further over the winter and has led to a £0.251m underspend.
88. The third positive financial bonus relates to the **Street Lighting PFI**. Following a continued low electricity tariff during the winter, a £0.524m underspend has been achieved during the year.
89. As a direct result of the pandemic and the restrictions in place, the **In-House Transport** service underspent by £0.253m on fuel and other service costs. Also, general staffing vacancies following the Highways and Transport re-design has created £0.260m of underspending in year.

90. The service has faced some pressure in year, largely as a response to the **Ash Dieback** fungal disease. Urgent felling work has been required to remove trees significantly affected by the disease and posing a potential safety risk. This has led to an overspending of £0.153m, despite Covid-19 related delays preventing the completion of all of the felling works planned for the final months of the year.
91. Looking ahead to next year, it is expected that safety critical tree felling work across the county will need to be significantly expanded and accelerated, which will be likely to require expenditure in excess of the £1.5m provided for within the 2021/22 budget. It is therefore proposed that £1.2m is transferred into an Ash Dieback Reserve to help mitigate future funding pressures. This request is included in the final County Council outturn position.
92. A carry forward request of £0.383m for the Supported Bus Services Grant has been actioned during the closure of the accounts. This grant has been allocated by the Department for Transport and is to be used to enable the introduction of improvements required following the publishing of the 'Bus Back Better' National Bus Strategy for England.

### Leader

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Restructuring costs	£0.081m	In year saving from sharing a Chief Executive with East Sussex	(£0.131m)	
		Minor variations	(£0.066m)	
<b>Leader Portfolio –Total</b>	<b>£0.081m</b>		<b>(£0.197m)</b>	<b>(£0.116m)</b>

93. The **Leader portfolio has underspent by £0.116m**. The in-year saving which has arisen from sharing a Chief Executive with East Sussex County Council has been partly offset by a one-off cost following the restructuring of the Executive Leadership Team in 2019/20.

### Carry Forward Requests

94. A number of carry forward requests totalling £3.259m have been actioned as part of the final year end transactions. The carry forward requests include £2.285m of unspent Children First Improvement Plan funding to be allocated to the Children First Improvement Reserve following slippage of planned activities during the pandemic. This carry forward request ensures the programme is fully funded for future years.
95. In addition, the majority of the other carry forward requests relate to late grant funding announcements and/or grants which spanned more than one year. A full list of the carry forward requests are detailed in **Table 9**.

**Table 9: Listing of Carry Forward Requests**

<b>Portfolio</b>	<b>Carry Forward Request</b>	<b>Amount</b>
Children & Young People's Services	Children First Improvement Fund – To fund areas of the plan delayed due to the pandemic.	£2.285m
	Youth Justice Service – Independent facilitator for partnership workshops.	£0.020m
	West Sussex Safeguarding Children Partnership – To fund anticipated increase in incident reviews.	£0.052m
Environment	Proceeds of Crime Act funding - To fund Protecting the Vulnerable post over two years.	£0.109m
Fire & Rescue and Communities	Ancestry funding -Received for specific Records Office projects.	£0.040m
	Accreditation Grant - Received in March 2021.	£0.018m
	Community Initiatives Fund - To bolster the activity of Food Partnerships and charities across West Sussex.	£0.068m
	Domestic Abuse Bill grant – Received in February 2021.	£0.050m
	Building Risk Review and Protection Uplift Grant – Two years funding.	£0.138m
	Grenfell Grant – Two years funding.	£0.034m
	Responding to New Risks (Marauding Terrorist Firearms Attack) Grant – planned spending over two years.	£0.062m
Highways & Infrastructure	Supported Bus Services Grant – To benefit hard to reach rural communities and will help enable the improvements required following the publishing of the 'Bus Back Better' National Bus Strategy for England.	£0.383m
<b>Total</b>		<b>£3.259m</b>

96. In addition to the above listing, **Table 10** details a number of Covid-19 grants received from the Government remained unspent at the end of the year. The ringfenced grants of £21.209m have been carried forward directly into the 2021/22 accounts in accordance with their grant conditions, and the un-ringfenced grants totalling £6.972m have been transferred into the Covid-19 Fund Reserve.



**Table 10: Listing of Covid-19 Grants to be Transferred into 2021/22.**

<b>Covid-19 Grant</b>	<b>Details</b>	<b>Grant Remaining</b>
Emergency Active Travel Fund – Tranche 2	Ringfenced Grant – Supports longer-term cycling and walking projects.	£0.470m
Travel Demand Management Grant	Ringfenced Grant – Support in developing travel demand management programme.	£0.134m
Test and Trace	Ringfenced Grant – Supports containing local coronavirus outbreak plans	£1.312m
Contain Outbreak Management Fund	Ringfenced Grant – To help reduce the spread of coronavirus and support local public health.	£19.293m
Emergency Funding	Un-ringfenced Grant – Supporting pressures created by the pandemic	£5.047m
Clinical Extremely Vulnerable	Un-ringfenced Grant – Supporting clinically extremely vulnerable people in the community.	£1.925m
<b>Total</b>		<b>£28.181m</b>

## Reserves and Balances

97. As at the end of March 2021, and assuming all recommendations within the report are approved, the County Council’s reserves will be £296.352m as detailed in **Appendix 1**. Within the Council’s total reserves, the total earmarked reserves (excluding schools) is £191.468m. This includes £7.0m of un-ringfenced Covid-19 grant, £21.9m one-off business rates pilot reserve that the council is committed to spending in conjunction with the district and boroughs on digital infrastructure projects and £4.0m of Local Tax Income Guarantee funding to meet 75% of the shortfall in Council Tax and Business Rates collections for 2020/21 based on government returns submitted by the district and boroughs.
98. The majority of the reserves are held within earmarked reserves to fund future commitments that the County Council has entered into. In addition to the above, these relate to large programmes of work which include the Service Transformation Reserve and reserves for specific long-term contracts (e.g. Waste Management MRMC, Street Lighting PFI Reserve and Waste Management PFI Reserve).
99. Two new reserves have also been created as part of the outturn position; £4.7m has been allocated to the Adults and Health Pressures and Recovery Reserve and £1.2m has been allocated to the Ash Dieback Reserve.
100. In accordance to a change in legislation, the £10.388m Dedicated Schools Grant (DSG) deficit balance has been transferred from useable reserves to unusable reserves.
101. Given the continuing uncertainty and volatility of public funding expected in the coming years, as well as the aftermath of the Covid-19 pandemic on the Council’s finances, it is more important than ever that the County Council holds adequate reserves for the future. Due to the Government’s intervention and the allocation of Covid-19 grants during the year, the County Council has not, so far, needed to use any of the reserves it has built up, however it should be noted that the County Council has spent £86.2m more than it had plan in

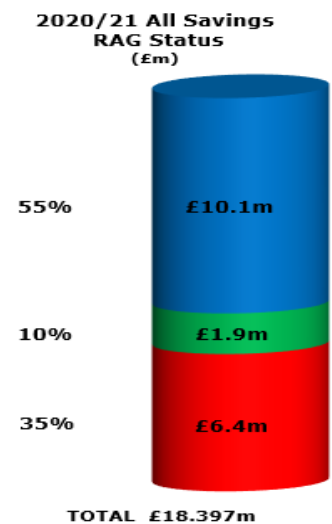
2020/21. Had the Government not provided a national funding response to the pandemic, the County Council would have been at serious financial risk.

102. The Council is currently in a solvent position; however, the impact of the pandemic has not diminished, and the long-term impact continues to remain uncertain.

### Outlook for the Savings Programme

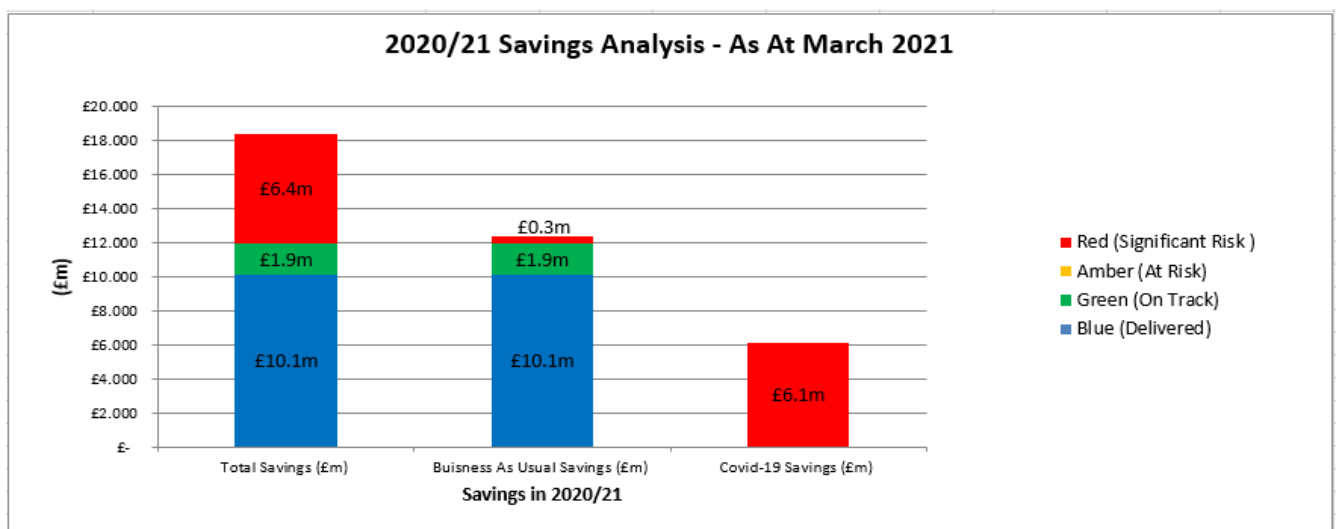
103. In 2020/21, £12.0m (65%) of the original £18.4m savings target set across the portfolio budgets was achieved as originally envisaged or has been delivered by other means or mitigated within the service. This has led to £6.4m (35%) of un-delivered savings in year.

**Graph 14: Savings Overview**



104. Of the £6.4m savings not achieved, £6.1m were undelivered due to the Covid-19 pandemic, therefore these savings have been mitigated by the use of Covid-19 grant funding. The remaining £0.3m of savings not delivered are reported as part of the portfolio position. **Graph 15** separates the Covid-19 affected savings from the business as usual savings.

**Graph 15: Analysis of savings as at 31<sup>st</sup> March 2021**



105. A list of the 2020/21 savings and their RAG status is reported in **Appendix 4**.

106. In addition, there were a number of savings from 2019/20 that were not delivered permanently from the previous year. The detail of these savings totalling £2.3m, are included in **Appendix 4**. Of this amount, £1.1m (46%) have either been delivered as originally envisaged or the saving has been achieved via a different mechanism, and £1.2m of savings (54%) were not delivered in this year. The unachieved savings are reflected in the outturn position.

## Technical Accounting Transactions

107. There are a number of technical accounting transactions which have been actioned at the end of the financial year within the portfolio budgets.

- Doubtful debts (Adults and Health portfolio) – In light of the pandemic, we have reviewed our methodology for calculating the amount of outstanding debts, of which a significant amount relate to the Adult and Health portfolio which are at risk of being irrecoverable. This has led to a more prudent calculation. A £1.0m increase has been processed in 2020/21 to reflect this change in methodology.
- Insurance (Economy and Corporate Resources) – A planned draw down from the Insurance Reserve at the year-end was not required.
- Flexible Use of Capital Receipts (Economy and Corporate Resources) – A number of transformational projects were planned to take place during the year. Unfortunately, the pandemic halted or slowed some of these initiatives. In reviewing the works carried out during the year, a robust and prudent scrutiny of eligible transactions was undertaken, and it was deemed sensible to apply the original £1.2m of Flexible Use of Capital Receipts for the Fire and Rescue Improvement Plan. This means that £1.0m of costs relating to the transformation and customer experience works has been funded from the revenue budget, leaving a larger Capital Receipts Reserve balance for future years.
- Capita Pre-payment Adjustment (Economy and Corporate Resources) – A prepayment in the balance sheet has been realigned to the end of the Capita contract. Due to the nature of the contract and the technical accounting methodology used during the timespan of the contract, an update to the accounting treatment has been applied. This has led to a £1.4m charge being brought forward from future years into the 2020/21 financial year.

## Capital Programme

108. The capital programme; as approved by County Council in February 2020, agreed a programme totalling £103.4m for 2020/21. £2.5m of this expenditure, originally profiled to spend in 2020/21, was accelerated and spent in 2019/20, revising the capital programme to £100.9m (details are included in **Appendix 7**).

109. The year-end capital outturn position for 2020/21 concluded with an overall decrease of £8.3m, to give a full year actual spend of £92.6m. A detailed listing of the main movements since December are reported in **Appendix 7**.

## Flexible Use of Capital Receipts

110. As part of the 2019/20 Budget Report, the County Council approved use of £5.3m capital receipts in 2020/21 to fund specific transformation projects. Due to the pandemic, a number of projects have been delayed or paused which has led to only £1.2m of capital receipts being utilised in year. **Table 11** reports the 2021/22 position for each of the agreed projects.

**Table 11: Updated of the Flexible Use of Capital Receipts – 2020/21**

Project Description	Qualifying Expenditure	Estimated Project Cost as at February 2020	Actual Project Cost as at March 2021	Update on Position
Continuous Improvement Expenditure	Investment in transformation across the whole council, <ul style="list-style-type: none"> <li>customer services</li> <li>digital improvements in services.</li> </ul>	£0.7m	£0.0m	Will be reviewed following the pandemic
Customer Experience	Investment in specific projects across the Council to improve customer-facing work processes.	£1.4m	£0.0m	Will be reviewed following work undertaken during the pandemic
Recycling Credits	Initiatives with the district and boroughs to incentivise recycling and reduce demand pressure on the Council's Waste Service.	£2.0m	£0.0m	Delayed until 2021/22
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	£1.2m	Completed
<b>Total</b>		<b>£5.3m</b>	<b>£1.2m</b>	

## Service Transformation Fund

111. 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. In 2020/21, the Council spent £3.2m on transformation activities. The Covid-19 pandemic affected our ability to deliver all our transformational aspirations, however, there has been some positive progress on certain key areas.

112. The implementation of the SmartCore programme, including the replacement of the existing SAP system with Oracle Fusion has continued to progress during this time with £2.0m of expenditure incurred during 2020/21. A Programme Health Check was undertaken in the winter, which concluded that the programme would benefit from a resetting of the implementation plan. A reset plan was created and has been implemented; with a particular focus on capitalising upon the opportunities to make business processes more efficient

and economic. The review on the scope of remaining work and the specific skills required has recommended that additional resource and specialist services are required to bring the project to completion. A decision report to the Cabinet Member for Economy and Corporate Resources was published in March 2021 and the Cabinet Member was asked to approve the procurement of a data migration solution and additional resources.

113. As we draw to the end of our main outsourcing arrangement with Capita at the end of September 2022, there will be a number of projects undertaken to ensure that we find the correct solution for future services; whether this is accepting services back in-house or continuing with an outsourcing arrangement. Work is underway on this substantial project to explore options to determine the best outcome for service delivery for our residents. Following a joint review by the County Council and Capita, a decision has been taken to transfer IT services back to the County Council as part of our new operating model. The transfer of these services will be phased, with procurement activities already underway and the full transition of services expecting to be completed by the summer. £0.473m of expenditure was incurred during 2020/21 as the project commenced.

114. As a result of the pandemic, a number of projects associated with improving the Council's digital capabilities have been delayed. Given the delays to the programme and the reduced spending expectations, the remaining budget has been returned to the service transformation fund for future use. The £2.4m of savings associated with these projects in year were not achieved.

## **Workforce**

115. The Workforce Key Performance Indicators (KPI's) are detailed in **Appendix 8** with annotated commentary. The Covid-19 pandemic has had a significant impact on the workforce this financial year, particularly regarding working arrangements including the shift to predominately home working and the introduction of social distancing.

## **Corporate Risk Register**

116. The Corporate Risk Register reported in **Appendix 9** is supported by risk registers for each Director and for the Capital Programme. **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.

117. During the preceding reporting period, there have been the following changes to the Corporate Risk Register.

**Table 12: Corporate Risks with Severity above the Tolerance Threshold**

<b>Risk No</b>	<b>Risk</b>	<b>Action</b>	<b>Reason</b>	<b>Current Score</b>
CR65	Corporate leadership, governance, and culture.	Risk severity reduced. Risk tolerated and will continue to be monitored.	Due to completed action and progress of ongoing mitigations.	6
CR66	Recruiting and retaining suitably qualified and experienced Approved Mental Health Professionals (AMHP) and the increase in demand.	Risk severity reduced. Risk tolerated, deescalated to Adults Social Care risk register, and will continue to be monitored	Due to successful recruitment of AMHP's.	10
CR68	Services will fail to deliver existing work plans.	Risk severity reduced.	Due to progress of ongoing mitigations.	15
CR70	Increasing demand placed on the senior officers leading to lack of capacity to deal with strategic/organisational issues.	Risk severity reduced. Risk tolerated and will continue to be monitored.	Due to progress of ongoing mitigations and current Covid-19 situation.	12

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

**Table 13: Corporate Risks with Severity above the Tolerance Threshold**

<b>Risk No.</b>	<b>Risk Description</b>	<b>Previous Quarter Score</b>	<b>Current Score</b>
CR39a	Cyber-security	25	25
CR58	Failure of social care provisions	25	25
CR69	Children's services will fail to deliver an acceptable provision to the community	20	20

119. Operational Covid-19 risks are considered and managed within the services, either through the production of new risks or applying ramifications to an existing risk and its assessment. In addition, corporate Covid-19 risks are captured and controlled by the County Council's Covid-19 Response Team. The Corporate Risk Manager presents a summary of risks by theme and workstreams to the Executive Leadership Team (ELT) each month for consideration.

120. **Table 14** summarises the current key corporate Covid-19 risks.

**Table 14: Key Corporate Covid-19 Risks**

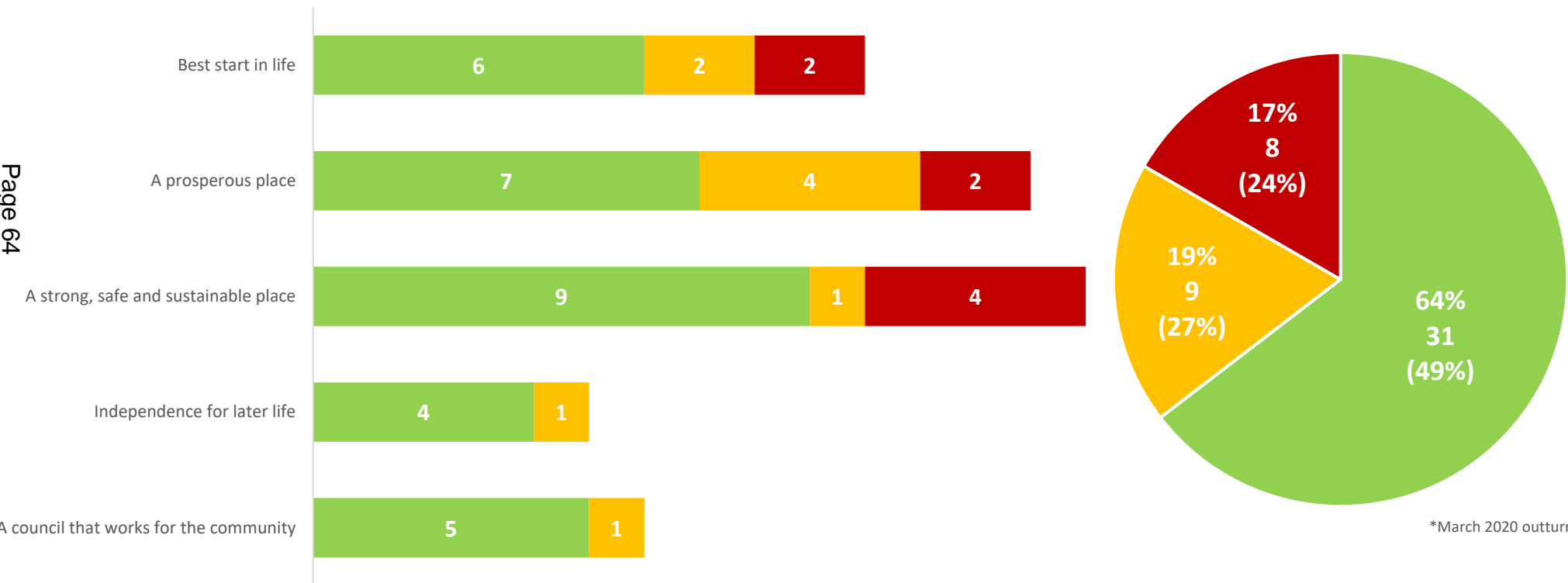
<b>Key Corporate Covid-19 Risks</b>
<b>Care homes are struggling to maintain an economically sustainable number of residents</b> when experiencing deaths due to Covid-19 (>50% occupancy required). This lack of revenue creates a risk of care home closures which would then require financial intervention by the County Council to prevent this from occurring.
<b>Increasing/ unmanageable workload</b> for staff due to anticipated increase in support to Local Tracing Partnership (LTP).

# March 2021 QPM Performance Report

This report provides the 2020-21 outturn position against the West Sussex Plan (2017-22) and includes highlights and commentary against measures that did not meet their target. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail. This is the last report against the West Sussex Plan which has been replaced with the West Sussex Reset Plan for 2021-2025

## 2020/21 year-end outturn of our 48 measures of success

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## March 2021 West Sussex Plan End of Plan Summary

### Delays in data collection and suspension due to Covid

There remain a number of measures with no data to report this year, as a result of the Covid-19 pandemic. Central bodies such as the NHS and the Department of Education made the decision early in 2020 to suspend monitoring. The full list of measures impacted are listed at the end of this report.

There are also a range of annual measures where the latest available data is for 2019-20. Data for 2020-21 is normally published later in the year, their due dates are indicated in the tables at the end of the report.

### Highlights for the year

#### Best Start in Life

- **5. Families turned around** - delivered the target 3 months ahead of schedule and achieved 4,600 families turned around against national criteria. The quarterly publication of national results continues to show West Sussex as one of the foremost authorities in the local delivery of the government's ambitions for families.
- **6. 10-11-year-old children with a healthy weight** – Although performance has slightly fallen compared to last year to 69.8%, West Sussex ranks 7th best of all 151 local authorities. England average is now 63.4% and we remain in the top quartile of all Local Authorities.
- **9. West Sussex children subject to Child Protection Plan for 2 years or more.** We have consistently exceeded the 2022 target of  $\leq 1.35\%$  at 0.95% for March 2021 and we remain in the top quartile for statistical neighbours.

#### A Prosperous Place

- **27. Cycling - total length of cycle path, new installations** - Since 2017 we have delivered a total of 33.7km, exceeding the 2021 target of 25.53km.
- **28. Economically active 16-64-year olds who are employed** – the latest available data (to Dec 2020) shows West Sussex in the top quartile of our statistical neighbours, ranking 2<sup>nd</sup> out of 15. West Sussex continues to have higher economic activity rates and employment (79.7%) compared to regional (78.3%) and national average (75.7%). However, all three areas have seen a downturn in the employment rate over the year – presumably an impact of COVID-19.
- **29. 16-17-year olds who are not in education, employment, or training** - There has been a significant improvement and we have met our 2021 milestone target. The current figure is 7.3%, compared to 11.1% at the end of February 2020, an improvement of 3.8% and the best result in at least the last four years.

## **A strong, safe and sustainable place**

- **35. Calls to critical fires where the first fire engine met our emergency response standard** – throughout the year we have met or exceeded the target of 89%, with an annual average of 91%.
- **37. Operation Watershed fund allocated to community projects** - We exceeded the original target early, achieving 73 successful applications awarded funding by 2019 against a target of 70 by 2022 and have continued to exceed the subsequent extended target of 10 groups per annum.
- **43. Renewable energy generated by West Sussex County Council** - For the last two years the council has exceeded their target to generate 9,141 MWh per year and has generated over 16,000 MWh this year.
- **44. Carbon reduction achieved by WSCC in tonnes emitted** - We reduced our carbon emissions by 52.9% in March 2020, which means we halved our carbon emissions 3 years ahead of schedule.

## **Challenges (measures reporting red at year-end)**

### **Best Start in Life**

- **10. Children Looked After with 3 or more placements during the year** – Latest performance is 13.5% against a target of 10.5%. Children within care proceedings continue to experience more placement moves. Performance will improve by the introduction of the entry to care panel which is aimed at ensuring children are in the right placement to meet their needs from the earliest possible point. A quantity of new in-house carers are scheduled to join West Sussex following recruitment activity which will also allow for greater placement stability.

### **A Prosperous Place**

- **30. Apprentices in West Sussex** - Following the significant drop in apprenticeship starts in the last academic year (2019/20), both locally and nationally, this year saw growth. The number of new starts (to Quarter 3) in West Sussex was 3,670. It is likely that this is due to employers and training providers becoming more familiar with the apprenticeship levy, introduced in 2017, and the significant development of new apprenticeship standards, meaning they more readily meet the need of employers. However, the target to achieve 5% year on year increase against a baseline of 5,790 in 2017, remained too ambitious in light of the changes to the Government framework.
- **31. Adults with learning disabilities who are in paid employment.** Performance has remained static this year at 2.1%. It is recognised that more work needs to be undertaken to improve the number of people with a learning disability in work within West Sussex. There are a wide range of initiatives in progress which will take some time to have an impact but will change the attitude to employment from young people, parents and schools.

## A strong, safe and sustainable place

- **7. Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population** – Admissions increased to 247.5 per 100,000 population compared to 235.1 the previous year. Our target was to achieve a reduction to 191.20 per 100,000 population. There are a number of actions that have taken place to reduce the incidence of self-harm emergency admissions. These include the recruitment of a Schools and Colleges Programme Manager for Self-Harm, who has developed a number of resources and ensures that self-harm prevention and improved response is at the core of WSCC children and young people's mental health and wellbeing offer. WSCC Public Health have just led on procuring a Pan-Sussex self-harm learning network which will be delivered by YMCA Downlink and West Sussex Mind over the 21/22 school year. Each local authority will have learning networks for staff working in primary age educational settings, staff working in secondary age educational settings, and for parents, families, and carers. It aims to increase knowledge and skills amongst different stakeholder groups and for learning to take place both within and across local authority areas.

- **36. People killed or seriously injured (KSI) in road traffic accidents per billion vehicle miles** – Performance at 118 KSIs per billion miles travelled remained above the milestone target of 68. The latest published results (Nov 2020) show the total number of reported injury collisions in West Sussex dropped 22% against the same period in 2019. The decrease in collisions led to a 27% reduction in the number of casualties, mainly a result of Covid-19 related travel restrictions. KSIs is down 10% on 2019 and while car-occupants have seen a large drop, pedal cyclists increased by 34%. The increase in cycling KSIs appears to correspond with an uptake of cycling beginning in the spring, at the time of the first pandemic lockdown.

Our on-going road safety engineering schemes, education, training, and publicity will continue to improve road safety.

- **38. Households living in temporary accommodation per 1,000 households.** Latest results (Dec 2020) show a change from 2.2 to 3.36 per 1,000 households. There are currently 910 households in temporary accommodation which represents an increase of 59 since 30th September 2020. The figure is still distorted by the additional households accommodated under central government's direction during lockdown and that the eviction ban continues preventing landlords from obtaining possession of properties except in extreme circumstances. Homeless applications are still being made however, mainly with households requiring temporary accommodation from relationships breaking down or people fleeing domestic abuse.
- **39. Average time between a child entering care and moving in with their adoptive family** - Performance has remained stable at 500.48 days. This is positive in light of the ongoing court related delays in care proceedings which have led to children being subject of interim placements for longer periods which is out of the control of the local authority. Children's matches are progressing more quickly once orders are made as the interface between West Sussex and Adoption South East is improving.

Best Start in life		Target	20/21 Milestone	H/L	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Year End Forecast
4	Attendance of West Sussex Children Looked After at their school	Top quartile of all Local Authorities by 2022 - 96.1%	95.5%	H	93.5% ↓	92.8% ↓	93.1% ↑				A
5	Families turned around	≥3,940 by 2020	4,600	H			4,600 ↑			4,600 ↔	G
8	West Sussex Children Looked After per 10,000	Top quartile of statistical neighbours by 2022 - ≤40.5	52.00	A	52.35 ↓	52.97 ↓	52.80 ↑	51.67 ↑	50.87 ↓	50.40 ↓	G
9	West Sussex children subject to Child Protection Plan for 2 years or more	Top quartile of statistical neighbours by 2022 - ≤1.35%	2.30%	L	0.63% ↑	0.42% ↓	0.42% ↔	0.72% ↑	0.81% ↑	0.95% ↑	G
10	Children Looked After with 3 or more placements during the year	Top Quartile of statistical neighbours by 2022 (currently ≤ 10%)	10.5%	L	9.7% ↑	10.7% ↑	11.8% ↑	11.9% ↑	11.9% ↔	13.5% ↑	R
11	Review of Child Protection Conferences completed in timescales	≥99% by 2022	99.0%	H	99.4% ↑	95.8% ↓	98.8% ↑	100.0% ↑	97.3% ↓	98.8% ↑	A
12	Child Sexual Exploitation - cases managed at medium or low levels of risk	≥80% by 2022	100%	H			100% ↔				G
160	CLA placed outside LA boundary and more than 20 miles from where they used to live	15% or less by 2022	15.0%	L			17.0% ↑			Due Jul-21 ▲	G
161	Percentage of Care Leavers that the LA is in touch with	Average of statistical neighbours by 2022 - ≤ 89%	89.0%	H	96.0% ↑	93.3% ↓	89.3% ↓	93.0% ↑	95.0% ↑	95.3% ↑	G
A prosperous place		Target	20/21 Milestone	H/L	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Year End Forecast
23a	Access to superfast fibre broadband	Additional 8,000 premises have access to superfast fibre by 2022	0	H						Measure Complete ▲	G
28	Economically active 16-64 year olds who are employed	Remain in top quartile of statistical neighbours by 2022 - ≥ 80.45%	78.8%	H			80.2% (Sep-20) ↑			79.7% (Dec-20) ↓	G












A strong, safe and sustainable place		Target	20/21 Milestone	H/L	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Year End Forecast						
35	Calls to critical fires where the first fire engine met our emergency response standard	90% by 2022	89.0%	H			92.4%	↑		91.0%	↓	G					
37	Operation Watershed fund allocated to community projects	103 projects supported by 2022	93	H			93	↔		98	↑	G					
38	Households living in temporary accommodation per 1,000 households	Top quartile of statistical neighbours by 2022 - ≤0.56	1.10	L			2.22 (Sep-20)	↓		3.36 (Dec-20)	↑	R					
39	Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	426	L	514.41	↑	508.62	↓	502.97	↓	501.71	↓	500.25	↓	500.48	↑	R
40	Safe and Well visits carried out for those at highest risk	19,800 by 2022 cumulative	15,800	H			16,474	↑								G	
41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	below the regional average by 2022 - 80.5	81.8	L			66.5	↓								G	
42	Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)	800 reports per annum totalling 4,000 by 2022	800	H			1,018	↑								G	
43	Renewable energy generated by WSCC	50% increase on baseline by 2022	9,141 MWh	H			13,818 MWh	↑					16,056 MWh	↑		G	
44	Carbon reduction achieved by WSCC in tonnes emitted	50% decrease on baseline by 2022	0	L									Measure Complete	▲		G	
Independence for later life		Target	20/21 Milestone	H/L	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Year End Forecast						
49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Top quartile of statistical neighbours by 2022 - 85.3%	83.0%	H		81.4%	↓	81.2%	↓	81.2%	↔	81.7%	↑	81.7%	↔	A	
50	Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	Top quartile of statistical neighbours by 2022 - 91.3%	91.0%	H		92.2%	↑	92.1%	↓	92.8%	↑	93.0%	↑	93.0%	↔	G	
A council that works for the community		Target	20/21 Milestone	H/L	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Year End Forecast						
59	Freedom of Information requests responded to within time	95% by 2022	95.0%	H	86.0%	↑	89.0%	↑	89.0%	↔	97.0%	↑	90.8%	↓	86.9%	↓	A
60	Formal member meetings webcast	Increase by 10% each year to 2022 to 36.4%	33.8%	H			100%	↔					100%	↔		G	
61	Residents subscribing to receive online updates on the democratic process	Increase by 100 each year to 2022 from Mar 2019 to 23,458	23,358	H			37,568	↑					38,254	↑		G	
62	Decision transparency	75% the number of key decisions published in the Forward Plan at least 2 months prior	72.5%	H			70.0%	↑					66.0%	↓		G	
63	Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Increase by 10% each year to 2022 from Mar 2019	7,381	H	11,521	↑	12,096	↑	12,540	↑	13,124	↑	13,452	↑	13,702	↑	G
66	The County Council's response to recommendations from customer complaint resolutions	100% by 2022	90.0%	H			100%	↔					100%	↔		G	

**Annual Measures**

Best Start In Life		Target	20/21 Milestone	Aim H/L	Baseline	2017/18	2018/19	2019/20	2020/21	Year End Forecast				
6	Healthy weight 10-11 year olds	Top quartile of all Local Authorities by 2022 - >67%	67.0%	H	70.3%	70.2%	↓	70.4%	↑	69.8%	↓	Due Dec-21	G	
A Prosperous Place		Target	20/21 Milestone	Aim H/L	Baseline	2017/18	2018/19	2019/20	2020/21	Year End Forecast				
21	Business start-ups	Top quartile of statistical neighbours by 2022 - 11.33%	11.2%	H	12.20%	10.80%	↓	10.46%	↓	10.40%	↓	Due Dec-21	A	
22	Business survival and retention (5 year survival rate)	Top quartile of statistical neighbours by 2022 - >47.24%	47.0%	H	43.30%	47.00%	↑	46.08%	↓	46.70%	↑	Due Dec-21	A	
23b	Coverage of superfast fibre broadband	96% West Sussex coverage by 2022	95.0%	H	95.0%	95.6%	↔	95.9%	↑	96.4%	↑	96.7%	↑	G
24	Additional school places delivered	Total school places 127,256 by 2022	129,680	H	109,017	126,143	↔	127,323	↑	128,422	↑	128,457	↑	G
25	Cycling - total length of cycle path - new installations	60% increase by 2022 on the amount of new installation	25.53km	H	0.00km	5.57km	↔	11.37km	↑	28.65km	↑	33.70km	↑	G
26	Road conditions - A roads considered poor and likely to require planned maintenance (for a 2 year period)	5% or less by 2022	5%	L	5%	3%	↓	4%	↑	4%	↔	5%	↑	G
27	Average gross weekly earnings for full time workers resident in West Sussex (calendar year)	Top quartile of statistical neighbours by 2022 - ≥£593.40	£593.40	H	£593.40	£554.10	↓	£574.90	↑	£602.20	↑	£575.40	↓	A
29	16-17 year olds who are not in education, employment or training - measure now includes ' unknowns'.	Top quartile of Local Authorities nationally by 2022 - <3.8%	7.3%	L	0.0%	9.3%	↔	8.8%	↓	11.1%	↑	7.3%	↓	G
30	Apprentices in West Sussex	≥7,390 by 2022	7,038	H	5,790	4,790	↓	4,860	↑	3,670 (Q1 - Q3)	↓	Due Mar-22	R	
31	Adults with learning disabilities who are in paid employment	England average or better by 2022 - 6%	4.9%	H	2.2%	3.2%	↑	2.0%	↓	2.1%	↑	2.1%	↔	R
33	Economic growth - GVA	Above South East average by 2022 - £30,356	£30,356	H	£25,221	£26,304	↑	£26,589	↑	Due May-21	Due Dec-21	A		














A Strong, Safe and Sustainable Place		Target	20/21 Milestone	Aim H/L	Baseline	2017/18		2018/19		2019/20		2020/21		Year End Forecast
7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Top quartile of statistical neighbours - 183.16	191.20	L	220.30	222.2	↑	235.1	↑	247.5	↑	Due Mar-22	▲	R
34	Air Quality Management Areas where air quality is improving	improvement each year for all 10 areas by 2022	10	H	9	8	↔	8	↔	9	↑	Due Dec-21	▲	A
36	People killed or seriously injured in road traffic accidents per billion vehicle miles	Top quartile of statistical neighbours by 2022 - ≤54	68	L	103	102	↓	104	↑	118	↑	Due Sep-21	▲	R
46	Household waste sent to landfill	9% by 2022 (top quartile)	10.0%	L	49.0%	39.0%	↓	30.2%	↓	18.1%	↓	Due Aug-21	▲	A
48	Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB	100% of plans reviewed every 5 years	100%	L	100%	100%	↔	100%	↔	100%	↔	100%	↔	G
Independence For Later Life		Target	20/21 Milestone	Aim H/L	Baseline	2017/18		2018/19		2019/20		2020/21		Year End Forecast
51	People who use services who say that those services have made them feel safe and secure	95% by 2022	94.0%	H	82.9%	87.1%	↓	91.9%	↑	93.0%	↑	Due Jul-21	▲	G
54	Emergency admissions for hip fractures in those aged 65+, per 100,000	Maintain at 612 per 100,000 by 2022	612	L	578	569	↓	560	↓	571	↑	Due Feb-22	▲	G
55	Social isolation - adult social care users who have as much social contact as they would like	50% by 2022	48.0%	H	45.8%	41.2%	↓	46.0%	↑	48.0%	↑	Due Jun-21	▲	G

**Monthly/quarterly measures suspended for the remaining 2020-21**

Measures for success	Report Cycle	Target	2020/21 Milestone	Aim High /Low	Baseline	Feb-20	Mar-20	Jun-20	Note	
<b>Best start in life</b> 										
 <b>2</b>	West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.5%	91.0%	H	81.6%	87.6% ↑	87.6% →	<b>No results due this year</b>	Full programme of school inspections will resume Autumn 2021 (source - gov.uk)
 <b>3</b>	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.1%	90.0%	H	81%	86.5% ↑	86.6% ↑	<b>No results due this year</b>	Full programme of school inspections will resume Autumn 2021 (source - gov.uk)
 <b>13</b>	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	89%	H	84%		95.8% ↑	<b>Measure replaced</b>	Measure has been replaced with measure 160 - CLA placed outside LA boundary and more than 20 miles from them where they used to live
 <b>19</b>	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% ↑	<b>No results due this year</b>	Ministry of Justice delayed data publication due to Covid, next due May 2021 (source gov.uk)
<b>Independence for later life</b> 										
 <b>52</b>	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	<b>No results due this year</b>	NHS suspended the collection of DTOC data during Covid and will remain suspended until at least Q1 2021-22 (source NHS England)
<b>A council that works for the community</b> 										
 <b>64</b>	Residents' issues considered by County Local Committees	Quarterly	60% by 2022	55%	H	11%		59% ↑	<b>No results due this year</b>	No CLC meetings have been held this year and none due before 31st March 2021 due to Covid.
 <b>65</b>	Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%		100% →	<b>No longer measuring</b>	<b>RESULTS ALWAYS 100%</b> Prerequisite that any grants are now only made against West Sussex Plan priorities so no longer a meaningful measure.
 <b>67</b>	Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	12	H	3		7 →	<b>No results due this year</b>	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	
<b>Best start in life</b> 											
 <b>1</b>	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%	<b>No results due this year</b>	Published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021
 <b>14</b>	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%	<b>No results due this year</b>	Published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021
 <b>15</b>	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%		
 <b>16a</b>	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%		
 <b>16b</b>	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%		
 <b>17</b>	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		
 <b>18a</b>	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	<b>No results expected for 2020/21</b>	Published Key Stage results have been cancelled for 2020 due to COVID. 2021 results will be released in winter 2021
 <b>18b</b>	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%		
 <b>18c</b>	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%		
 <b>20a</b>	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		
 <b>20b</b>	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%		
 <b>20c</b>	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
<b>A prosperous place</b> 										
 <b>32</b>	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	<b>No results due this year</b> The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results
<b>A strong, safe and sustainable place</b> 										
 <b>45</b>	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	<b>No results due this year</b> Lack of available data and due to the impact of Covid on new vehicle registration
 <b>47</b>	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	<b>No results due this year</b> No survey undertaken therefore no data is available due to Covid
<b>Independence for later life</b> 										
 <b>53</b>	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% ↓	<b>No results expected for 2020/21</b> 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
<b>A council that works for the community</b> 										
 <b>56</b>	Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	80%	H	0%	Biennial	46%	Biennial	<b>No results due this year</b> The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results
 <b>57</b>	Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	80%	H	0%	Biennial	35%	Biennial	<b>No results due this year</b> The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results
 <b>58</b>	Residents who find it easy to access information, services and support they need	Annually (Oct)	80% by 2022	80%	H	53%	Biennial	48% ↓	Biennial	<b>No results due this year</b> The West Sussex biennial survey will now not be undertaken until 2021. No Survey - no results

## **Appendices**

- Appendix 1 – Revenue Budget Monitor and Useable Reserves – as at March 2021
- Appendix 2 – Covid-19 Grant Funding Allocated to West Sussex – as at March 2021
- Appendix 3 – Covid-19 Expenditure and Grant/ Income Allocations – for 2020/21
- Appendix 4 – Savings Monitor – as at March 2021
- Appendix 5 – Children First Improvement Plan Update– as at March 2021
- Appendix 6 – Fire Improvement Plan Update – as at March 2021
- Appendix 7 – Capital Programme Budget Monitor – as at March 2021
- Appendix 8 – Workforce Key Performance Indicators – as at March 2021
- Appendix 9 – Corporate Risk Register – as at April 2021

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**REVENUE BUDGET OUTTURN 2020/21**

	Latest budget for year £000	Net spending £000	Outturn variation £000
<b>Sources of Finance</b>			
Precept	-485,691	-485,691	0
Council Tax Collection Fund	-2,598	-2,598	0
Business Rates	-80,496	-80,496	0
Business Rates Collection Fund	-2,221	-2,221	0
Section 31 Business Rates Grant	-22,403	-22,506	-103
Local Tax Income Guarantee	-3,975	-3,975	0
Business Rates Pool	-2,864	-2,864	0
Social Care Support Grant	-17,343	-17,343	0
Covid-19 Emergency Fund	-25,328	-25,328	0
Covid-19 Income Loss Compensation	-2,570	-2,570	0
New Homes Bonus Grant	-3,713	-3,714	-1
<b>Financing Sub-Total</b>	<b>-649,202</b>	<b>-649,306</b>	<b>-104</b>
<b>Portfolio Budgets</b>			
Adults and Health	229,940	224,743	-5,197
Children and Young People	131,874	133,389	1,515
Economy and Corporate Resources	54,595	56,422	1,827
Education and Skills	23,219	23,356	137
Environment	59,781	59,930	149
Finance	17,013	18,684	1,671
Fire & Rescue and Communities	36,653	36,035	-618
Highways and Infrastructure	36,986	34,474	-2,512
Leader	1,458	1,342	-116
<b>Portfolio Sub-Total</b>	<b>591,519</b>	<b>588,375</b>	<b>-3,144</b>
<b>Non-Portfolio Budgets</b>			
Capital Financing - Repayment (MRP)	11,963	11,996	33
Capital Financing - Interest	19,525	19,493	-32
Revenue Contribution to Capital - Business Rates Pilot	910	910	0
Revenue Contribution to Capital - Other	4,852	4,852	0
Investment Income	-3,083	-3,083	0
Business Rates Pool	2,621	2,621	0
Contingency	5,676	0	-5,676
Transfers to/(from) Reserves - Business Rates Pilot	1,407	1,407	0
Transfers to/(from) Reserves - Other Earmarked	24,200	24,200	0
Transfer DSG Deficit to Unusable Reserves	-10,388	-10,388	0
<b>Non-Portfolio Sub-Total</b>	<b>57,683</b>	<b>52,008</b>	<b>-5,675</b>
<b>Net Outturn Underspend</b>			<b>-8,923</b>
<b>Agreed Allocations:</b>			
- Adults and Health Post-Covid Pressures and Recovery Reserve			4,700
- Highways and Infrastructure Ash Dieback Reserve			1,200
- Homeworking transfer to Service Transformation Fund			3,023
<b>Total (transferred to reserves)</b>			<b>8,923</b>
<b>Memo: Contingency</b>			
	£000		
Original Budget	6,832		
September QPM: Hay/NJC pay award	-1,156		
<b>Available Contingency</b>	<b>5,676</b>		

# Agenda Item 6a

## Appendix 1

Balances and Reserves	Balance at 31 Mar 2020	Balance at 31 Mar 2021	Annual Movement	Comments on Significant Annual Movements
	£000	£000	£000	
<b>Earmarked Reserves:</b>				
Adults & Health Pressures and Recovery Reserve	0	-4,700	-4,700	Use of outturn underspending to fund post-Covid pressures and recovery in the Adults & Health portfolio
Ash Dieback Reserve	0	-1,200	-1,200	Use of outturn underspending to fund Ash Dieback works in the Highways & Infrastructure portfolio
Budget Management Reserve	-14,952	-54,417	-39,465	£3m reserves replenishment, £12m Capital Infrastructure, £2.7m final NNDR/Ctax, £15.3m S31 Business Rates Grant timing difference and £4.0m Local Tax Income Guarantee.
Business Infrastructure Reserve	-646	-312	334	
Business Rates Pilot Fund	-20,463	-21,870	-1,407	£2.3m 19/20 collection fund surplus & £0.5m S31 reconciliation payment; £0.9m applied Converged Fibre (cap) & £0.4m Digital Infrastructure (rev)
Capital Infrastructure	-12,028	0	12,028	Balance transferred to Budget Management Reserve
Children First Improvement Plan	0	-2,285	-2,285	Service underspending carried forward via reserves to support improvement plan in subsequent financial years
Covid-19 Fund	-20,525	-6,972	13,553	£25.3m Emergency Fund tranches 2-4; £6.1m other unringfenced grants; £45.0m applied to in-year expenditure & foregone income/savings
Economic Growth Reserve	-1,297	-2,059	-762	£0.8m balance transferred from Strategic Economic Plan Reserve
Elections Reserve	-400	-600	-200	
Highways Commuted Sums	-3,360	-4,069	-709	Surplus of sums receivable by Planning Services during year over amount applied to eligible Highways schemes
Highways On-Street Parking	-1,650	-1,921	-271	
Infrastructure Works Feasibility	-997	-1,436	-439	
Insurance Reserve	-5,845	-5,845	0	
Interest Smoothing Account	-1,078	-2,254	-1,176	Surplus of in-year investment income transferred to reserves to mitigate expected ultra-low returns in 2021/22 and 2022/23
Recycling & Waste PFI Reserve	-10,741	-10,547	194	
Schools Sickness & Maternity Insurance Scheme	-1,933	-1,771	162	
Service Transformation Fund	-11,810	-13,569	-1,759	£3.2m applied to transformation programme; £1.9m balance from Special Support Centres Reserve; £3.0m outturn underspend (homeworking)
Social Care Support Grant 2018/19	-1,517	-1,517	0	
Special Support Centres	-1,845	0	1,845	Balance transferred to Service Transformation Fund
Statutory Duties Reserve	-2,437	-2,437	0	
Strategic Economic Plan Reserve	-1,061	0	1,061	£0.3m applied to PropCo Joint Venture set-up costs; £0.8m balance transferred to Economic Growth Reserve
Street Lighting PFI Reserve	-23,585	-23,362	223	
Unapplied Revenue Grants	-419	-1,045	-626	Includes carry-forward of Supported Bus Services Grant (£0.4m) and various smaller grants
Waste Materials Resource Management	-26,700	-25,364	1,336	£1.4m applied to Environment portfolio to fund in-year lifecycle costs per approved budget book
Other Earmarked Reserves	-1,925	-1,916	9	
<b>Earmarked Reserves (Excluding Schools)</b>	<b>-167,214</b>	<b>-191,468</b>	<b>-24,254</b>	
Dedicated Schools Grant (DSG) Reserve	1,739	0	-1,739	Note accumulated DSG Deficit (£10.388m) is now classified as an Unusable Reserve in accordance with the requirements of the CIPFA Code
School Balances	-16,241	-24,778	-8,537	Locally-managed school budgets
<b>Total Earmarked Reserves</b>	<b>-181,716</b>	<b>-216,246</b>	<b>-34,530</b>	
General Fund	-20,286	-20,286	0	
Capital Grants Unapplied	-55,587	-55,031	556	Net position of grants/contributions receivable for year and grants/contributions applied to capital programme
Capital Receipts Reserve	-3,959	-4,789	-830	Net position of capital receipts for year and amounts applied to finance capital expenditure (including flexible use of capital receipts)
<b>Total Usable Reserves</b>	<b>-261,548</b>	<b>-296,352</b>	<b>-34,804</b>	

Covid-19 Grant Funding Allocated to West Sussex - as at 31st March 2021				
Description	Total Amount	WSSC Grant Allocation (Principle)	National County Allocation To Third Parties (Agent)	Spending Plan
	£m			
<b>Non-Specific Emergency Grant:</b>				
Covid-19: emergency funding for local government (first tranche £20.5m, second tranche £15.9m)	36.4	36.4	0.0	
Further £500m to support local authorities (July 2020)	5.0	5.0	0.0	To meet additional pressures arising from the pandemic and help continue to deliver frontline services and to avoid cashflow issues.
Further £1bn to support local authorities (Oct 2020)	4.4	4.4	0.0	
<b>Total Non-Specific Grant</b>	<b>45.9</b>	<b>45.9</b>	<b>0.0</b>	
<b>Specific/ Dedicated Grants</b>				
Adults 9-Point Plan	4.1	0.0	4.1	
Test and Trace	3.2	3.2	0.0	Led by WS Public Health, implementation of tailored outbreak control plans to reduce and manage the virus across the county.
Contain Outbreak Management Fund	20.2	20.2	0.0	To help reduce the spread of coronavirus and support local public health
Adult Social Care Rapid Testing Fund	3.3	0.4	2.9	To fund lateral flow testing in adult social care
Workforce Capacity Fund	1.6	1.6	0.0	To support local authorities in boosting staffing levels in the care sector
Additional Dedicated Home to School and College Transport	1.1	1.1	0.0	To provide sufficient transport capacity so children and young people can attend school and college safely and on time.
Winter Support Grant	1.9	1.9	0.0	to provide support over the winter to children and households who are experiencing, or at risk of experiencing, poverty, where they are impacted by the ongoing public health emergency, and where alternative sources of assistance may be unavailable
Clinically Extremely Vulnerable	2.7	2.7	0.0	Funding to support the clinically extremely vulnerable
Wellbeing for Education Grant	0.1	0.1	0.0	Additional funding for local authorities to support pupils' and students' wellbeing and psychosocial recovery as they return to full-time education in autumn 2020.
Local authority Emergency Assistance Grant for Food and Essential Supplies	0.7	0.7	0.0	Funding to be distributed to local authorities to help those struggling to afford food and other essentials due to Covid-19.
Travel Demand Management Grant	0.2	0.2	0.0	To support implementation of temporary cycle lane provision.
Bus Support Services Grant - Phase 1 & 2	0.8	0.8	0.0	To support bus operators to continue running services during lockdown (supported transport routes).
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	0.2	0.2	0.0	Phase 1 (Revenue - final allocation) installation of temporary cycle lane provision.
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	0.5	0.5	0.0	Phase 2 (Revenue - indicative allocation) installation of temporary cycle lane provision.
Estimated reimbursement of lost income	2.6	2.6	0.0	To reimburse fees and charges following the closure of council services during the pandemic. Application of absorbed loss threshold (subject to authorised claims).
Infection Control Fund	24.3	3.5	20.8	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.
<b>Total Specific/ Dedicated Grant</b>	<b>67.5</b>	<b>39.7</b>	<b>27.8</b>	
<b>TOTAL REVENUE GRANTS</b>	<b>113.4</b>	<b>85.6</b>	<b>27.8</b>	
<b>Capital Grants:</b>				
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	0.5	0.5	0.0	Phase 1 (Capital - final allocation) installation of temporary cycle lane provision.
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	1.9	1.9	0.0	Phase 2 (Capital - indicative allocation) creation of longer term projects.
<b>TOTAL CAPITAL GRANTS</b>	<b>2.4</b>	<b>2.4</b>	<b>0.0</b>	
<b>OVERALL TOTAL GRANTS</b>	<b>115.8</b>	<b>88.0</b>	<b>27.8</b>	

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## Covid-19 Expenditure and Grant/ Income Allocation During 2020/21

Table 1 details the cost of the pandemic by portfolio. The County Council's decision in September 2020 to allocate Covid-19 grant funding during the year has enabled all the captured costs to be fully resourced from the funding provided.

**Table 1: Details of Covid-19 Expenditure and Income**

<b>Portfolio</b>	<b>Covid-19 Expenditure - Loss of Income &amp; Savings Plans</b>	<b>Covid-19 Grant and Income Allocated In Year</b>
Adults and Health	£57.227m	(£57.227m)
Children and Young People	£4.585m	(£4.585m)
Economy and Corporate Resources	£4.507m	(£4.507m)
Education and Skills	£3.151m	(£3.151m)
Environment	£1.170m	(£1.170m)
Finance	£1.101m	(£1.101m)
Fire & Rescue and Communities	£5.688m	(£5.688m)
Highways and Infrastructure	£3.472m	(£3.472m)
Leader	£0.000m	(£0.000m)
Non-Portfolio (including capital allocation)	£5.392m	(£5.392m)
<b>Covid-19 Expenditure and Income Total</b>	<b>£86.193m</b>	<b>(£86.193m)</b>

Table 2 lists the Key Decisions which have been taken during the year that have impacted Covid-19 Expenditure.

**Table 2: Key Decisions Which Have Impacted in Year Expenditure**

Key Decision	Description	Funding Source	Date	Key Decision Reference
Financial Support to Care Sector	Cross-market uplifts in payments to care providers for 29 <sup>th</sup> March – 20 <sup>th</sup> June 2020 totalling £5.8m	County Council funding	27 <sup>th</sup> April	AH02 20/21
Waiver of charges - Licensing of tables and chairs on the highway	Waiver of all fees relating to licences for table and chairs on the highway until the end of March 2021. Estimated cost of £0.030m. <i>NB – Licences are now administered by District and Borough Council's under the Business and Planning Bill 2020</i>	County Council funding	08 <sup>th</sup> June	HI03 20/21
Allocation of Infection Control Grant	Allocation of £10.0m (75% of £13.363m) infection control fund	Specific grant allocation	12 <sup>th</sup> June	OKD17 20/21
Allocation of Infection Control Grant	Allocation of the remaining 25% of infection control funding - £3.3m	Specific grant allocation	16 <sup>th</sup> July	OKD23 20/21
Emergency Active Travel Fund (Tranche 1) - Temporary Pop-up Cycle Scheme	Implementation of seven cycle schemes to enhance cycling and walking facilities - £0.784m	Specific grant allocation	21 <sup>st</sup> July	HI05 20/21
Financial Support to Care Sector	A cross market uplift of 5% (£2.75m) is given in payments to commissioned care providers for 1 <sup>st</sup> July – 30 <sup>th</sup> September 2020	County Council funding	03 <sup>rd</sup> August	OKD24 20/21
Provision of Site for Regional Covid-19 Testing Centre	To make available WSCC owned land for a Department of Health and Social Care Regional Testing Site for Covid-19	Not applicable	28 <sup>th</sup> August	FIN03-20/21
Emergency Assistance Grant	£0.737m of funding to support people who are struggling to afford food and essential supplies	Specific grant allocation	07 <sup>th</sup> September	FRC01 20/21
Allocation of Additional Funding to Support Response to Covid-19	Non ring-fenced grant is allocated pro rata to expenditure incurred and ring-funding is allocated in accordance to the purposes and rule specified	Not applicable	18 <sup>th</sup> September	County Council

<b>Key Decision</b>	<b>Description</b>	<b>Funding Source</b>	<b>Date</b>	<b>Key Decision Reference</b>
Financial Support to Care Sector – Round 2	Allocation of £10.958m grant to provide continued support to adult social care providers in reducing the rate of Covid-19 transmissions in and between care homes and to support the wider workforce	Specific grant allocation	27 <sup>th</sup> October & 20 <sup>th</sup> November	OKD40 & OKD46 20/21
Winter Grant Scheme	£1.990m of funding to support at least 80% of households with children with the remaining allocation to help other households with or at risk of poverty during the winter	Specific grant allocation	7 <sup>th</sup> December	FRC02 20/21
Emergency Active Travel Fund (Tranche 2)	Install more permanent measures to encourage walking and cycling. £1.9m of capital and £0.450m of revenue funding	Specific grant allocation	1 <sup>st</sup> February	HI16 20/21
Allocation of Adult Social Care Rapid Funding from Central Government – Lateral Flow Device Testing	Funding to support additional rapid testing of staff in care homes, and to support visiting professionals	Specific grant allocation	3 <sup>rd</sup> February	OKD59 20/21
Allocation of Workforce Capacity Fund for Adults Social Care	£1.652m of funding be distributed to supplement and strengthen adult social care staff capacity	Specific grant allocation	15 <sup>th</sup> February	OKD60 20/21

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## 2020/21 Savings - As at March 2021

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Appendix 4

Portfolio	Activity	2020/21	Mar-21	Mar-21	Narrative	Forecast of saving in 2021/22
		£000				
Adults & Health	Reduce Local Assistance Network (LAN)	100	100	B		B
Adults & Health	Review options for in house provided services	180	180	B		B
Adults & Health	Housing Related Support	2,328	2,328	B		B
Adults & Health	Staffing Review	175	175	B		B
Adults & Health	Lifelong Services	1,900	1,900	R Covid19	Plans have been developed, the implementation of which have been delayed by the need to respond to Covid-19.	A Covid19
Adults & Health	Reprocurement of the Integrated Sexual Health Service (ISHS) contract	250	250	B		B
Adults & Health	General 1% reduction in staffing budgets	300	300	G		G
Adults & Health	Direct payments/review of assessments/support to self-funders	1,150	650	R Covid19	Plans have been developed, the implementation of which have been delayed by the need to respond to Covid-19.	A Covid19
Adults & Health			500	B		B
Adults & Health	Actuarial review of pension contributions	181	181	B		B
Children & Young People	Early intervention reducing demand for high cost services	400	400	G		G
Children & Young People	Lease of vacant properties to reduce intentionally homeless costs	100	100	G	The process of obtaining grant determinations from Homes England for the required upgrade works on the properties has been delayed by Covid-19. A timetable for occupation is still awaited and it is likely that these savings will now slip into 2021/22. However, given the lower than expected number of families requiring support during the first half of 2020/21, this saving can be mitigated temporarily in year - hence the rating of green.	A Covid19
Children & Young People	Early Help	1,000	0	B	A number of vacant positions not required have now been deleted, meaning that this saving can be rated as blue (permanently delivered).	B
Children & Young People			1,000	B		B
Children & Young People	Actuarial review of pensions contributions	369	369	B		B
Economy & Corporate Resources	Centralisation of Learning & Development	50	50	B		B
Economy & Corporate Resources	Lease cars to staff (salary sacrifice)	100	100	G	Implementation plans were put on hold due to the Covid-19 pandemic, however it is likely this initiative will be taken forward in 2021/22. This saving is expected to be mitigated in year by other means.	G
Economy & Corporate Resources	Redesign of business processes	2,400	2,400	R Covid19	Staff working on transformation projects have been re-deployed to work on the County Council's emergency Covid-19 response.	
Economy & Corporate Resources				B		B
Economy & Corporate Resources	Print and post contracts	100	100	B		B
Economy & Corporate Resources	Actuarial review of pensions contributions	125	125	B		B
Education & Skills	Reduce post-16 support service	100	100	B	Vacant posts being held within Post-16 Support Service. Posts will be removed following restructure of team at end of ESIF funding in December 2020.	B
Education & Skills	Improve School Trading Offer	125	125	R Covid19	On hold due to Covid-19 pandemic. It has not been possible to trade with schools during the summer term.	G
Education & Skills	SEND Transport Review	200	200	B	Full year effect of a review of solo taxis carried out at the beginning of the academic year (Sept 2019).	B
Education & Skills	Actuarial review of pensions contributions	19	19	B		B
Environment	Reduce recycling credits	2,100	2,100	B		B
Environment	Further savings on Viridor contract through negotiation	200	200	B		B
Environment	Expansion of solar installation programme	100	100	R	Delays in recruitment have impacted on the delivery of this saving.	A
Environment	Reduce waste going to landfill through further variations to Mechanical Biological Treatment facility	75	75	B		B
Environment	Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	200	200	B		B
Environment	Waste Disposal - Non Resident Restriction/Charge	250	250	B		B
Environment	Solar Farms/Battery Storage	100	100	R	Delays in recruitment have impacted on the delivery of this saving.	A
Environment	Planning fee income	150	150	B	Planning fee income is line with budget assumptions.	B
Environment				B		B
Environment	Actuarial review of pensions contributions	42	42	B		B

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2020/21 Savings - As at March 2021

Appendix 4

Portfolio	Activity	2020/21 £000	Mar-21	Mar-21	Narrative	Forecast of saving in 2021/22
Finance	Income Generation - Investment Opportunities	500	275	B	Income shortfall of £0.275m from commercial investment property is mitigated by increased income and reduced expenditure elsewhere within Asset and Estates. The saving has been written out of the 21/22 budget.	B
Finance			225	B		B
Finance	Amazon business accounts	200	200	R Covid19	Procurement staff have been prioritised to work on the Covid-19 emergency response which has affected the resource requirements to deliver this in year saving. However it should be noted that this saving is still expected to be achieved in 2021/22.	A
Finance	Charging for Frameworks	100	100	R Covid19	Procurement staff have been prioritised to work on the Covid-19 emergency response which has affected the resource requirements to deliver this in year saving. However it should be noted that this saving is still expected to be achieved in 2021/22.	A
Finance	Apprenticeship Levy	100	100	B		B
Finance	Actuarial review of pensions contributions	55	55	B		B
Fire and Rescue and Communities	Reduced library opening hours	70	70	B		B
Fire and Rescue and Communities	Cessation of mobile library service	90	90	B		B
Fire and Rescue and Communities	Revised library logistic service	15	15	B		B
Fire and Rescue and Communities	Partnership & Communications Team	45	45	B		B
Fire and Rescue and Communities	Reduction in Community Safety funded activity	50	50	B		B
Fire and Rescue and Communities	Revised arrangements to deliver Command and Mobilisation services	1,000	1,000	G		B
Fire and Rescue and Communities	Procurement of contract for Fire Uniform	100	100	B		B
Fire and Rescue and Communities	Insourcing of fleet maintenance	100	100	B		B
Fire and Rescue and Communities	Repurposing of key buildings	150	150	R	Undeliverable efficiency saving relating to the Worthing Library Community Hubs project.	
Fire and Rescue and Communities	Increased income from Registrars Services	150	150	R Covid19	Service delivery has been impacted by Covid-19 pandemic.	A Covid19
Fire and Rescue and Communities	Actuarial review of pensions contributions	95	95	B		B
Highways and Infrastructure	Cost Recovery (Street Works Permit Scheme)	20	20	B		B
Highways and Infrastructure	Staffing changes	100	100	B	Directorate redesign fully implemented and saving delivered.	B
Highways and Infrastructure	On street parking	300	300	R Covid19	On Street Parking income has experienced a shortfall in excess of £1m from pay and display and related activity due to the Covid 19 restrictions.	A Covid19
Highways and Infrastructure	Actuarial review of pensions contributions	30	30	B		B
Leader	Actuarial review of pensions contributions	8	8	B		B
Corporate (Non Service)	Interest Income	250	250	R Covid19	Saving at significant risk due to pandemic.	A Covid19
<b>TOTAL</b>		<b>18,397</b>	<b>18,397</b>			

Uncompleted Savings from 2019/20 - As at March 2021					
Portfolio	Activity	Unachieved savings from 2019/20 rolled forward into 2020/21 budget.			Comments
		Saving Total brought forward from 2019/20	Mar-21	Mar-21	
Adults and Health	Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people (Published Cabinet Member decision)	150	150	G	Full implementation of the policy changes has yet to happen. The in-sourcing of various support services to the County Council from August has allowed more influence to be exerted over this area. Although a full saving has not been delivered in year, the decision to enable this saving to be made has been taken which should enable it to be fully realised in 2021/22. This saving has been mitigated within the in-year position of the Adults and Health portfolio.
Adults and Health	Revenue savings from capital investment re - Westergate	100	100	R Covid19	Construction delays due to Covid-19 will lead to the saving being realised at a later date.
Adults and Health	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	500	R	Plans have been developed, the implementation of which have been delayed by the pandemic but are expected to go ahead in 2021/22. This saving has been mitigated within the in-year position of the Adults and Health portfolio.
Adults and Health	Staffing Review - across Children, Adults, Families, Health and Education (People Services)	125	125	B	
Children and Young People	Provision of care leavers accommodation (Published Cabinet Member decision)	290	290	G	This saving has not been achieved in the way initially intended, however other commissioning initiatives have permanently reduced the cost of care leaver accommodation, including ensuring that additional fees are reviewed and ceased in a timely manner and that providers are recouping housing benefit where appropriate, hence reducing the placement cost to the Council.
Children and Young People	16+ Placement Reprourement Savings <del>implement</del> - Children-Looked-After-commissioning-strategy	190	190	G	Although the bulk of the 16+ contracts are not now due to be reprocured until 2021/22, a number of other schemes within placement commissioning & contracting have been introduced in this year which have permanently reduced the cost of placements for the Council. These include ensuring that additional fees for placements for ages 16+ are reviewed and ceased in a timely manner, and that young people are being more appropriately stepped down to other provision leading towards independence.
Economy and Corporate Resources	Increased utilisation of the Apprenticeship levy	175	145	R	We are unable to pursue this potential income source as we are not an accredited Apprenticeship Levy training provider. £30k mitigation found on a permanent basis. Service expected to find in year mitigation.
			30	B	
Education and Skills	Developing additional SSCs (Published Cabinet Member decision)	131	131	R	The two nursery SSCs opened in September 2019 as planned. Although commissioning arrangements had been put in place for the SSC at Greenway Primary School, the school is currently being re-brokered to a new multi-academy trust following direction that the Castle Trust must cease trading; this has resulted in the Council's decision to cease the current SSC provision. Other planned SSCs are not expected to be operational until September 2023 at the earliest.
Highways and Infrastructure	Review of non-statutory elements of the English National Concessionary Transport scheme	50	50	B	Alternative rail travel no longer provided from October 2020. The in-year savings shortfall is mitigated within the budget.
Highways and Infrastructure	Staffing changes	134	134	B	Directorate redesign fully implemented and saving delivered in 20/21
Highways and Infrastructure	Highway operations service level review	374	308	R Covid19	Saving previously expected to be made in 2020-21, however, additional expenditure of £0.308m incurred due to Covid 19 restrictions (including additional vehicle costs for social distancing) and recovery measures (such as extra vegetation clearance to widen footpaths) mean that it was not possible to deliver most of the saving this year.
			66	B	
Highways and Infrastructure	Income generation - examine scope to increase income from fees and charges, including sponsorship	100	100	B	Saving now delivered.
<b>TOTAL</b>		<b>2,319</b>	<b>2,319</b>		

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## **Children First Improvement Plan – Outturn 2020/21**

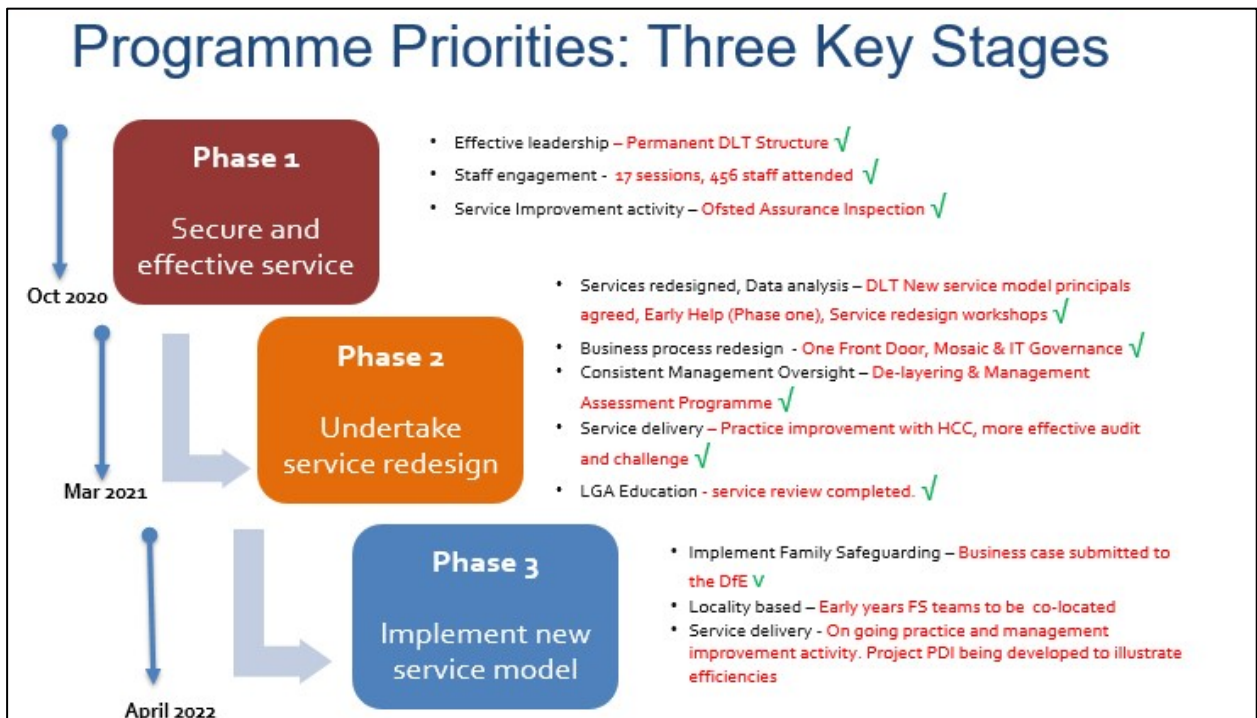
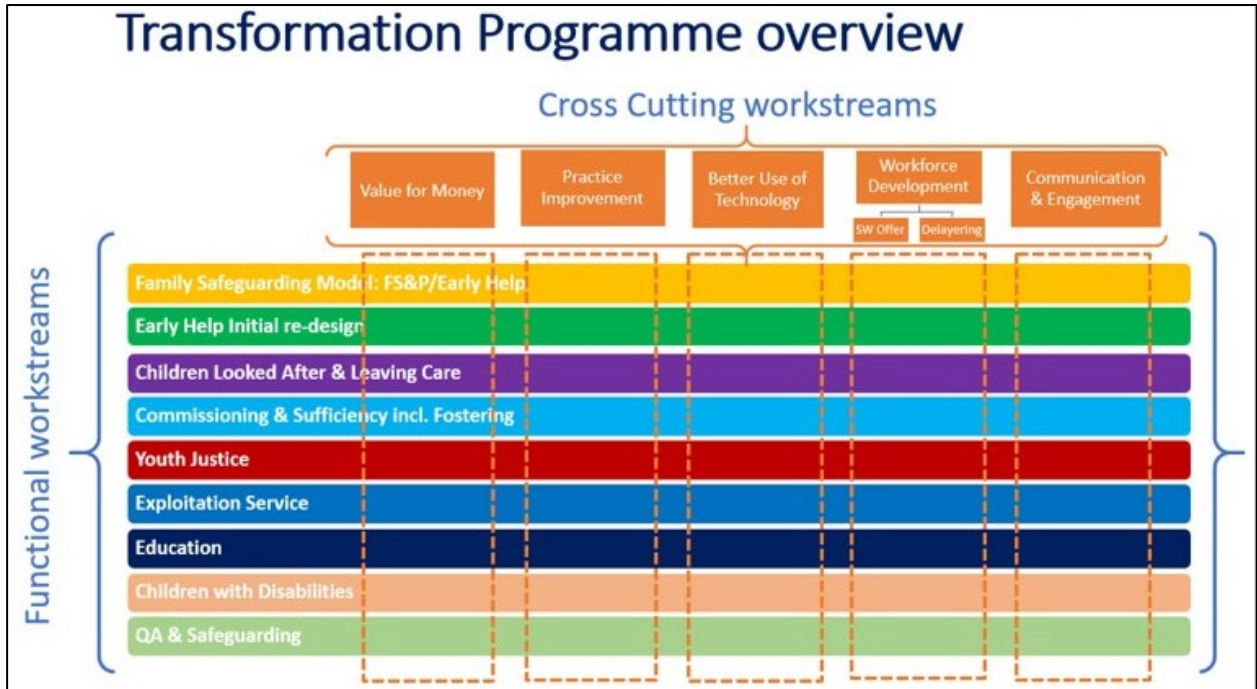
### **2020/21 Overview**

1. The delivery of the Children First Improvement Plan was supported with a combination of both permanent and temporary funding totalling £12.011m in 2020/21. Due to some in-year slippage as a result of the pandemic, £9.452m has been spent, resulting in an underspend of £2.559m.
2. A number of temporary posts have been recruited to, along with a number of projects having started, but both later than planned, and hence from the £2.559m underspend a total of £2.285m is requested to be carried forward in order to fund the commitments already made in 2021/22. Of this £2.285m, £1.5m has already been planned for during budget preparation, with a further £0.5m identified in the December QPM. The remaining £0.274m of the in-year underspend will be returned to the Council's Contingency budget.
3. The funding has continued to support the service to implement the improvements required, which has seen some positive reports both from the DfE-appointed Commissioner and Ofsted. The Ofsted focused visit in October 2020 led to the following statements: –
  - Social workers report a shift in culture and express tentative optimism; there is a sense of ownership and direction. They felt well-supported during the pandemic.
  - Ofsted acknowledged that the service response during the pandemic has been effective and this ensured that children were kept safe.
  - Ofsted could see some progress against the recommendations from the last inspection.
  - There was strength from the corporate approach and multi-agency partnerships during the pandemic, but there is still more to do around key areas of practice.
  - Strengths were highlighted in regard to:
    - school attendance during the pandemic
    - the virtual school
    - the unaccompanied asylum seekers service
    - strong relationships with young people in the leaving care service
4. On 10 December 2020 the Department for Education (DfE) on behalf of the Secretary of State issued a new Statutory Direction stating Children's Services should remain with the Council for at least a further year, with the move to a Children's Trust 'paused'. The new Direction was published alongside a second report by the Commissioner (October 2020) which states that there are 'compelling reasons why a company to deliver children's services functions on behalf of the Council is no longer required'. At the same time, Children's Minister

Vicky Ford wrote to the Leader of the County Council outlining details of the decision. The Minister said: 'I am encouraged that there is now a new political leadership in respect of children's services, supported by strong senior executive appointments, including a new director of children's services. This has undoubtedly been strengthened by the wider work the Council is undertaking to reform the corporate Council, with the support of its corporate improvement partner, East Sussex County Council. The strength of this partnership will evidently be important in creating the conditions in which children's services can continue to improve.' The Minister's letter goes on to refer in positive terms to the Ofsted findings during the Focused Visit as evidence of 'a shift in culture and that the building blocks for improvement are being put in place' and to the effective handling of service delivery throughout the pandemic.

5. However, both the Minister and Ofsted pointed out that there is more work to be done. The Minister stated "it is clear that there is still much work to do to address the weaknesses identified in 2019, and bring the standard of service up to the quality that children and families in West Sussex deserve", and Ofsted highlighted the following points: –
  - The pace of change and improvement needs to increase; at times, the impact on children has not been sufficient.
  - Ofsted saw an improving picture with regards to practice in some areas; however, there are still too many areas of variable practice in:
    - Children with disabilities
    - Management & decision-making
    - Quality of assessments & care planning
    - Quality of records
    - Permanence and pre-proceedings
    - Exploitation & Missing
6. This is why the funding (including that requested to be carried forward) for the Children First Improvement plan for 2021/22 and beyond is a critical dependency for the success of the service improvements that are currently in train.

## Overview of Transformation Programme and High-Level Progress Update



# Agenda Item 6a

## Appendix 5

### Children First Improvement Fund - Outturn 2020-21

	Full Amount Estimated	Latest Full Amount Estimated	Actual spend in 2019/20	Planned spend for 2020/21	Actual spend in 2020/21	Variation to planned spend 2020/21	Planned spend for 2021/22	Planned spend for 2022/23
	£000	£000	£000	£000	£000	£000	£000	£000
<b>Temporary investment in targeted improvement</b>								
Senior Improvement Leads	1,160	1,170	446	580	323	(257)	401	0
Programme Management and support	1,500	1,300	571	537	697	160	32	0
Practice Improvement/Behaviour Change Programme	3,600	980	571	3,016	409	(2,607)	0	0
Leadership Development & Training Programmes	500	750	0	500	141	(359)	609	0
Specific Project Consultancy	1,000	284	31	802	21	(781)	232	0
Communications Lead	55	0	0	0	0	0	0	0
Complaints Officer	75	22	22	0	0	0	0	0
Neglect Strategy work	64	109	78	0	31	31	0	0
Casework Audits	0	0	0	0	0	0	0	0
Improvement Leads	194	727	196	0	351	351	180	0
Additional Corporate Posts	0	155	0	50	79	29	76	0
Transition to Children's Trust	0	0	0	0	0	0	0	0
Extension to PMO supporting improvement work	0	520	0	0	0	0	260	260
Young People's Voice & Participation (new)	0	78	0	0	59	59	19	0
	<b>8,148</b>	<b>6,095</b>	<b>1,915</b>	<b>5,485</b>	<b>2,111</b>	<b>(3,374)</b>	<b>1,809</b>	<b>260</b>
<b>Temporary additional capacity (service &amp; corporate); retention offer</b>								
Retention Payments	2,150	2,152	2,152	0	0	0	0	0
Additional Service Posts	611	4,773	479	130	2,726	2,596	1,568	0
HR Support	188	140	140	0	0	0	0	0
Commissioning Support	106	94	94	46	0	(46)	0	0
Additional Corporate Posts	248	299	161	13	54	41	84	0
Admin/Business Support for Social Work Teams	150	120	0	120	120	0	0	0
Leadership Team redesign	386	350	157	128	193	65	0	0
Mosaic Improvement		325	0	53	121	68	204	0
	<b>3,839</b>	<b>8,253</b>	<b>3,183</b>	<b>490</b>	<b>3,214</b>	<b>2,724</b>	<b>1,856</b>	<b>0</b>
<b>Contingency</b>	<b>579</b>	<b>0</b>	<b>0</b>	<b>898</b>	<b>0</b>	<b>(898)</b>	<b>0</b>	<b>0</b>
<b>Temporary funding requirement</b>	<b>12,567</b>	<b>14,349</b>	<b>5,098</b>	<b>6,873</b>	<b>5,325</b>	<b>(1,548)</b>	<b>3,665</b>	<b>260</b>
<b>Permanent increase in base budget</b>								
Cover for ASYE lower caseloads	1,000	1,000	1,220	1,000	1,000	0	1,000	0
Review of Social Work Remuneration/Retention	2,000	2,000		2,000	2,052	52	2,000	3,000
Admin/Business Support for Social Work Teams	700	700	30	700	178	(522)	700	700
Backfill for Social Work Apprentices	600	600		30	30	0	30	30
Workforce Retention Initiatives (staff parking; pool)	350	350	23	350	300	(50)	300	300
Additional Service Posts	337	337	215	309	363	54	472	472
Leadership Team redesign	151	151	204	204	204	0	204	204
Transfer of work to Customer Services			0	0	0	0	145	145
Additional Corporate Posts			0	32	0	(32)	0	0
SLT central support team		235	0	0	0	0	235	235
Additional Social Work apprentices (new)			0	0	0	0	105	210
	<b>5,138</b>	<b>5,373</b>	<b>1,692</b>	<b>4,625</b>	<b>4,127</b>	<b>(498)</b>	<b>5,191</b>	<b>5,296</b>
<b>Contingency</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>513</b>	<b>0</b>	<b>(513)</b>	<b>182</b>	<b>77</b>
<b>Permanent funding requirement</b>	<b>5,138</b>	<b>5,373</b>	<b>1,692</b>	<b>5,138</b>	<b>4,127</b>	<b>(1,011)</b>	<b>5,373</b>	<b>5,373</b>
<b>Totals</b>	<b>17,705</b>	<b>19,722</b>	<b>6,790</b>	<b>12,011</b>	<b>9,452</b>	<b>(2,559)</b>	<b>9,038</b>	<b>5,633</b>
<b>Available funding</b>				<b>12,011</b>	<b>12,011</b>	<b>0</b>	<b>6,753</b>	<b>5,633</b>
<b>Underspending in 2020/21 &amp; Carry Forward Request</b>				<b>0</b>	<b>(2,559)</b>	<b>(2,559)</b>	<b>2,285</b>	<b>0</b>

#### Notes:

- In 2019/20, the Children's and Young People's Portfolio received £7.2m from reserves towards the Children First Improvement Plan and finished the year with an underspending of £0.410m against the plan.
- In 2020/21, £12.011m was added to the Children's and Young People's Portfolio base budget; £6.873m on a temporary basis and £5.138m on a permanent basis. The Children First Improvement Plan underspent by £2.559m. Of this in-year underspend, £2.285m has been requested as a carry forward/transfer into the Children First Improvement Reserve to fully fund the remaining outstanding items in 2021/22 and 2022/23. This has resulted in a net £0.274m underspend within the Children's and Young People's Portfolio outturn position in 2020/21.

## **Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Improvement Plan**

The Improvement Plan overall continues to be delivered within the funding of £5.1m approved by Members across the three years of the plan. Expenditure in 2020/21 amounted to £2.2m with the service focussed on addressing the four areas of concern raised during the HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) initial visit in November 2018.

In particular the funding provided by the County Council has enable the Fire and Rescue Service to address the areas of concern in the following ways.

### **1 Cause of Concern One - Preventing Fire and Other Risks**

- 1.1 Additional resource has enabled the adoption of a Quality Assurance Process and the delivery of Safe and Well Visits (SWV). Safeguarding training has been evaluated, quality assurance has started to take place through observed visits whilst volunteers will be surveying a sample over the telephone. The quality of referrals is being monitored with feedback and support offered to staff by the Multi Agency Officer. Whilst Covid-19 restrictions are restricting plans, focus groups to further sample knowledge across all levels of the organisation will be rolled out.
- 1.2 Due to Covid-19 restrictions, our operational fire crews have not been undertaking community safety events as they would normally and the reduction in community events has partly contributed to the reduction in requests for a safe and well visit which means the service has not met its safe and well visit annual target of 4,000 visits although it will have achieved around 95% of the target.
- 1.3 To increase the number of safe and well visits, the service has phoned people visited previously and offering this service at same time as carrying out welfare checks and delivering food parcels. To date this has generated almost 100 requests for a visit.
- 1.4 Leaflets promoting safe and well visits have been distributed in all emergency food parcels (over 6,000) for vulnerable people, at food banks, vaccination centres, and GP practices, fire safety awareness training has been delivered to Social Care and Primary Care Trust staff. Safe and Well Visits were also recently promoted in the WSCC newsletter which is sent to 200,000 homes."
- 1.5 In the 2018 report the HMICFRS observed that 'The Service could develop our use of volunteers more and increase capacity to complete prevention activity. This is being addressed through our volunteer development plan, with one element being to increase our volunteer numbers. Training programmes have been written and delivered to develop and upskill our existing volunteers so they can undertake a broader range of prevention work.

- 1.6 A new 'Volunteer Induction Workshop' has been created and will be trialled virtually initially. The content is more comprehensive than before and includes elements such as safeguarding and training in key prevention messages that volunteers can convey to the public.

## **2 Cause of Concern Two - Protecting the Public Through Fire Regulation**

- 2.1 As a result of the increased resources within the protection team there are no outstanding high-risk inspections and the service workforce plan, and the revised team structure includes a career pathway for non-operational staff.
- 2.2 As outlined in the Fire Safety Enforcement Strategy, each inspector is now subject to quality assurance audits carried out by their line manager and through the central quality audit team with the results of these quality audits used to improve individual and team performance.
- 2.3 A clear approach has been agreed in relation to the attraction and retention of staff. This structure has a better balanced between 'Green' and 'Grey Book' posts. It shows a better career path for both employee groups.
- 2.4 Utilising the apprenticeship levy will allow West Sussex Fire and Rescue Service to offer an entry route into the service, for those wishing to deliver fire safety/fire engineering which has been a positive addition to the team structure to be implemented by April 2021.

## **3 IT system for Prevention and Protection**

- 3.1 The implementation of the new system, Farynor, has now been completed and whilst the full implementation has been delayed with the Premises Risk management module set to go live in the first quarter of 2021/22, many of the modules have been implemented and the additional time has been used to ensure that all risk data is up to date and correct.
- 3.2 During the year the Prevention Team went live on the 7th October 2020, the Protection team went live on the 19th November 2020 and the Response team followed on the 7th December 2020.

## **4 People Action Plan**

- 4.1 Our People Action Plan has been able to continue to keep its momentum despite the pandemic and some key fundamental changes have been implemented to support the service with its improvement. The staff engagement and the cultural change aspects will take a longer time to affect the required level of change but there have been some positive steps towards the future. This was clearly demonstrated in the closure of the Independent Advisory Panel in November 2020.

- 4.2 The Causes of Concern are addressed below, and a significant level of progress has been demonstrated and evidenced in the upcoming visit from HMICFRS.

## **5 Cause for Concern Three - Promoting the Right Values and Culture**

- 5.1 Our Values and behaviours have now been linked to the National Fire Chief's Council framework and is embedded in all staff appraisals. The appraisal process also enables us to ensure that individuals have had objectives set and regular conversations are being undertaken. This has been further evidenced that of 100 randomly sampled staff, 71% feel that the discussions that are being held are meaningful. This will continue to be monitored by the service to ensure that this trend continues.
- 5.2 People Surgeries have been held quarterly and these are key for operational and support staff to discuss any concerns they have with subject matter experts. This has enabled an opportunity for increased engagement and areas of concern to be raised and acted upon
- 5.3 A Wellbeing and Inclusion site was launched on 10th October 2020, which is easily accessible for staff that contains information and guidelines on Mental Health, Wellbeing information, Guidance on Bullying and Harassment, as well as information on Diversity and Inclusion.
- 5.4 In addition to the two Mental Health First Aider's (MHFA) within the Fire and Rescue Service, a further nine staff completed their training in March.

## **6 Cause for Concern Four - Ensuring Fairness and Promoting Diversity**

- 6.1 15 Diversity Champions have volunteered across the service, and bi-monthly meetings are being held to ensure momentum continues. A clear role profile for our Diversity Champions has been created including the appropriate training which will continue as the role evolves.
- 6.2 A Diversity and Inclusion Steering Group has been developed made up of representatives from across the service to; set the strategic direction, support the Diversity Champions and hold the People and Organisational Development team accountable for delivery of the objectives. The Board will be chaired by our Deputy Chief Fire Officer.
- 6.3 Recognising Racism webinars have been undertaken for all middle managers, to raise awareness and create understanding of impact of unacceptable behaviour and language. Training has been delivered by West Sussex County Council which was attended by Fire and Rescue staff and will continue to ensure that this is incorporated into our regular training.
- 6.4 A full review of service staff movements and how transfers operate is being undertaken to ensure that it is fair and consistent process including how the Staff Control Group operates. Following this review a new e-form

process has been developed in the place of the Staff Control Group. This is also supported with a monthly workforce planning meeting to ensure any moves considered against operational impacts.

- 6.5 A full review of the Promotions Board Process has been undertaken, to ensure that staff are promoted in a fair and consistent manner. The promotions Board has been replaced with Assessment Centres. The service have undertaken Crew and Watch Manager Assessment Centres in December 2020.
- 6.6 A candidate feedback survey was sent out after these and 92% of respondents strongly agree that the Assessment Centres was operated in a fair and consistent manner.
- 6.7 In preparation for the Assessment Centres, an internal interviewee skills workshops has been developed to support staff apply for promotions. Eight workshops have been delivered to date and 75% of Assessment Centre candidates strongly agree that the workshop helped them to understand the process.



Phase 1 Summary	Revised Full Amount Estimated	Actual spend 2019/20	Planned spending plan for 2020/21	Actual spend for 2020/21	Variation to revised spending plan 2020/21	Planned Spending plan for 2021/22
	£000	£000	£000	£000	£000	£000
<b>Temporary Investment</b>						
Organisational Development Manager (12 months)	0	0	0	0	0	0
HR Advisor (6 months)	0	0	0	0	0	0
Wellbeing Advisor/Lead - initial two year fixed term contract	38	0	44	38	(6)	0
Prevention Business Analyst (6 months)	0	0	0	0	0	0
Business Analyst for Fire Safety Transformation (6 months)	0	0	0	0	0	0
Prevention Data Analyst (12 months)	0	0	0	0	0	0
Data Cleansing & Analysis Officer (12 months)	0	0	0	0	0	0
Insight Officer to deliver AFA review (12 months)	0	0	47	0	(47)	0
External resource to clear risk based improvement programme - 680 inspections at £200 per inspection	0	0	0	0	0	0
Fire Safety Support Officer - To book planned audits and manage reports (12 months)	0	0	0	0	0	0
FRS Project support FC20 delivery and HMICFRS improvement plans - (until 31st March 2020)	0	0	0	0	0	0
Employers Network for Equality Inclusion - 15 workshops and report	18	12	18	6	(12)	0
Uniform Replacement - One-off to allow for, better fit for females and cultural identity changes	144	0	100	51	(49)	93
Development of Performance and Assurance Framework and member training	0	0	39	0	(39)	0
Programme Support Officer x 2	76	0	73	76	3	0
	<b>276</b>	<b>12</b>	<b>321</b>	<b>171</b>	<b>(150)</b>	<b>93</b>
<b>Contingency</b>	<b>196</b>	<b>0</b>	<b>141</b>		<b>(141)</b>	<b>196</b>
<b>Permanent Increase in Base Budget</b>						
<b>Note that in 2020/21 the full year effect is shown as this is the budget which will be required</b>					<b>Full year effect</b>	<b>Full year effect</b>
Prevention Manager	154	23	63	66	3	65
Area Manager Protection	351	48	96	178	82	125
Diversity and Inclusion Advisor for FRS	131	23	47	54	7	54
Workforce Engagement Lead	126	0	57	63	6	63
High Risk Safe and Well Visit Specialists x 3	206	31	86	91	5	84
Protection Officers	637	51	217	292	75	294
Prevention, Protection, Quality Assurance Trainers	439	23	209	205	(4)	211
Ops Assurance Performance & Audit	157	26	59	73	14	58
Resource Coordinator (Resource Office) - crewing office	173	26	83	75	(8)	72
FRS HMI Performance Manager	158	28	63	65	2	65
Reinstate Watch Manager B payments to Hay A's - 60 FTE	540	150	262	195	(67)	195
Purchase of Farynor IT system and Licences	408	106	131	164	33	138
Assistant Chief Fire Officer	66	0	39	27	(12)	39
Project Manager	87	0	55	42	(13)	45
Programmes Assurance and Governance Project Manager - Delivers Integrated Risk Management Plan	102	0	55	52	(3)	50
WSFRS Hub - Principle & Senior Management Support Officer	66	12	28	27	(1)	27
Business Analyst	52	0	53	0	(53)	52
IT equipment and vehicles for additional FTE	252	0	100	152	52	100
FRS training budget for protection competency training (for dedicated protection staff)	112	24	25	44	19	44
FRS training budget to ensure competence in protection and prevention training (for all appropriate staff)	57	6	37	33	(4)	18
FRS branding and values embedding budget	73	7	30	36	6	30
Other	37	37	0	0	0	0
Organisational Development Manager	164	19	57	83	26	62
HR Advisor	118	19	39	58	19	41
	<b>4,667</b>	<b>659</b>	<b>1,891</b>	<b>2,076</b>	<b>185</b>	<b>1,932</b>
<b>Total</b>	<b>5,138</b>	<b>671</b>	<b>2,353</b>	<b>2,246</b>	<b>(107)</b>	<b>2,221</b>
<b>Available Funding</b>						
Base Budget Funding		400		1,600		1,596
Base Budget Funding (Approved as part of 2021/22 Budget)						518
One off Funding				100		
Fire Improvement Reserve Funding		271		175		107
Approved Base Budget Spending				371		
<b>Total Funding Available</b>				<b>2,246</b>		<b>2,221</b>
<b>Potential Additional Funding Required</b>				<b>0</b>		<b>0</b>

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**2020/21 CAPITAL MONITOR as at the end of March 2021**

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
	20/21 In-Flight Capital Programme (February County Council)	20/21 Pipeline Capital Programme (February County Council)	20/21 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2019/20	Total 20/21 Revised Capital Programme	Actuals	Variance Over/(Under) Spend	Full Year Forecast as at Quarter One	Full Year Forecast as at Quarter Two	Full Year Forecast as at Quarter Three	Variance from Quarter Three to Actuals
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults and Health	1,250	1,960	<b>3,210</b>	368	3,578	3,131	(447)	2,578	3,882	3,571	(440)
Children and Young People	100	1,400	<b>1,500</b>	(102)	1,398	4,052	2,654	3,076	5,589	4,667	(615)
Economy and Corporate Resources	770	12,502	<b>13,272</b>	783	14,055	7,994	(6,061)	12,997	15,435	10,094	(2,100)
Education and Skills	12,288	7,845	<b>20,133</b>	2	20,135	22,408	2,273	21,322	21,373	22,974	(566)
Environment	5,687	0	<b>5,687</b>	578	6,265	664	(5,601)	6,265	2,375	1,283	(619)
Finance	4,316	6,900	<b>11,216</b>	(3,995)	7,221	6,446	(775)	7,357	7,287	6,057	389
Fire and Rescue and Communities	4,061	1,250	<b>5,311</b>	144	5,455	8,949	3,494	4,759	5,323	6,157	2,792
Highways and Infrastructure	34,763	8,300	<b>43,063</b>	(293)	42,770	38,898	(3,872)	43,017	45,184	43,203	(4,305)
<b>Total Capital Programme</b>	<b>63,235</b>	<b>40,157</b>	<b>103,392</b>	<b>(2,515)</b>	<b>100,877</b>	<b>92,542</b>	<b>(8,335)</b>	<b>101,371</b>	<b>106,448</b>	<b>98,006</b>	<b>(5,464)</b>

Sources of Finance	£000
Government Grant	72,594
Revenue Contributions	5,762
Capital Receipts	3,700
Borrowing - Corporate	0
Borrowing - Service/Income Generating	4,433
External Contributions	6,053
<b>Total</b>	<b>92,542</b>

## Capital Narrative - Outturn 2020/21

The capital programme; as approved by County Council in February 2020, agreed a programme totalling £103.4m for 2020/21. £2.5m of this expenditure, originally profiled to spend in 2020/21, was accelerated and spent in 2019/20, revising the capital programme to £100.9m.

Since this time, profiled spend has decreased overall by £8.3m, to give a current full year actual spend for 2020/21 of £92.6m, with £88.1m on core services and £4.5m on income generating initiatives.

Throughout the year the detailed movements are reported within the quarterly performance monitors, with quarter 4 included as part of this report. Across the full year, the main movements have been due to a reduction in flexible use of capital receipts and delays of some projects in the programme on the one hand but partially offset by new projects approved in year and some works being brought forward from 2021/22.

The main movements are summarised in the table below and detail the projects (over £0.5m) which spent less or more than estimated in the revised 2020/21 Capital Programme.

**Table 1 – Listing of Capital Projects and Variation Over £0.5m When Compared to the Revised 2020/21 Capital Programme**

Capital Project	Reason for Variation	Variation £
Your Energy Sussex	Delays in planning and approval of Halewick Lane and other Energy projects	(5,343)
Transformation Programme	Reduced use of planned Flexible Use of Capital Receipts	(4,100)
Growth Programme	Delays in programme due to pandemic	(4,000)
Basic Need Programme	Various revisions on individual school projects	(1,978)
West of Horsham	Third phase of programme delayed until 2021	(1,792)
Capital Improvements Programme	Uncommitted funding	(1,761)
A259 Corridor Capacity Enhancement, East Arun	Scheme delayed due to public inquiry	(1,643)
A284 Lyminster Bypass	Scheme delayed due to potential impact of a public inquiry	(1,018)
Adult Services - Hobbs Field	Project not taken forward	(1,000)
Street Lighting LED	Legal delays; works expected to commence in Spring 2021	(853)
Woodlands Meed	Re-profiling of budget following improved budget plan	(851)
Gigabit Voucher Scheme	Re-profiling of spend to recognise the timing lag between community joining the scheme and connection.	(650)
Crawley County Buildings Demolition	Delay in the receipt of tender report	(591)

<b>Capital Project</b>	<b>Reason for Variation</b>	<b>Variation £</b>
Schools Capital Maintenance	Works have progressed quicker than anticipated	3,898
Fleet	Funding accelerated from 2021/22	2,672
Burgess Hill Growth Programme	Approval granted to transfer £2.1m of the A2300 Corridor Capacity Enhancement offset by small variations	1,858
Converged Fibre	Approval to deliver project was granted in year	1,797
Horsham Enterprise Park	Approval to deliver project was granted in year	1,785
May House	Approval to deliver project was granted in year	1,320
Cissbury Lodge	Approval to deliver project was granted in year	827
Gigabit	Funding accelerated from 2021/22	791
Section 106 FFE & IT	Funding accelerated from 2021/22	619
A2300 Corridor Capacity Enhancement, Burgess Hill	Funding accelerated from 2021/22	579
A29 Re-alignment, Bognor Regis, Phase 1	Funding accelerated from 2021/22	550
Choices for the Future Part B	Approval to deliver project was granted in year	533
Property Structural Maintenance	Funding accelerated from 2021/22	530

### **Quarterly Update – Quarter Four**

The main spending profile movements of £0.1m or over between quarter three and quarter four are detailed below:

#### **Adults and Health – (-£0.440m)**

**East Grinstead Extra Care Housing - (-£0.240m)** – The final payment before construction is completed has been delayed by four weeks due to the pandemic; therefore, this balance has been reprofiled into the 2021/22 financial year.

**Choices for the Future Part B – (-£0.203m)** – Issues with the supplies of materials due to the pandemic and a change in scope at the Rowans which requires an upgrade to pipeworks. These issues have resulted in re-profiling of the project which is expected to complete in June 2021.

### **Children and Young People – (-£0.615m)**

**Cissbury Lodge, Seaside, May House – (-£0.528m)** – All three projects are close to practical completion, and it is anticipated that these projects will be under budget, therefore £0.529m has been reprofiled whilst the final invoices are received. If the underspend is realised, it will be returned to fund future corporate projects.

**Orchard House, High Trees, Teasel Close – (-£0.130m)** – All three schemes have slipped budget into 2021/22 as the estimated level of design works was not required. This results in no impact to the overall project.

### **Education and Skills – (-£0.566m)**

**Nyewood Primary School - (-£0.134m)** – The final retention settlement is still to be agreed with the contractor therefore £0.134m has been reprofiled into 2021/22 whilst discussions take place.

**Woodlands Meed College – (-£0.309m)** – The project has been reprofiled into future years due to delays in pre-contractual agreement. There is no impact on the overall project's timescale.

**Section 106 FFE & IT – (-£0.184m)** – Numerous schools have been delayed in procuring items which has led to a subsequent delay in reimbursement to schools. The expenditure has been reprofiled into 2021/22 and is expected to be spent in the first few months of 2021/22.

**The Angmering School – (-£0.144m)** - This project is still in the defect period and continues to have an issue regarding a lift. The project has been reprofiled into 2021/22 and is expected to be resolved imminently.

**Manor Green Primary – (-£0.130m)** – This project is close to practical completion. Although it is anticipated that the project will come in under budget, £0.130m has been reprofiled into 2021/22 whilst the final invoices are agreed. If the underspend is realised, it will return to the Basic Need central allocation to fund future education projects.

**Parklands Primary – (-£0.141m)** - This reprofiling relates to works that were planned for February 2021 half-term, however due to access issues at the school, these works are now due to take place in the Easter holidays.

**SEND Programme – (-£0.365m)** - Six schemes have slipped budget into 2021/22 due to the estimated level of design works not required. This results in no impact to the overall projects.

**Southwater Primary – (-£0.372m)** - This project has been reprofiled into 2021/22 due to safety issues on site and drainage needing to be re-routed. All these issues have been resolved and the project is back on course.

**Devolved Formula Capital Grant - £0.477m** – Schools receive funding direct from Government and have spent more than we originally estimated; therefore, this funding profile has been revised.

**Community Schools Capital Maintenance Grant - £1.198m** – Works over the last three months has progressed quicker than first anticipated and therefore funding has been accelerated.

### **Economy and Corporate Resources – (-£2.100m)**

**Converged Fibre – (-£0.192m)** – Project has been delayed due to Covid-19 restrictions on work practices from January 2021 onwards. This has led to the programme spend to be reprofiled.

**Gigabit, District and Borough Councils (-£0.197m)** – Adur District Council have had delays in their programme; therefore, this programme of works has been reprofiled.

**Transformation Programme - (-£3.700m)** - A review of work on transformational projects found the pandemic has reduced the amount of forecast qualifying expenditure for on Flexible Use of Capital Receipts in 2020/21.

**Burgess Hill Growth Programme – £1.858m** – Approval has been given to transfer £2.1m of expenditure from the A2300 Corridor Capacity Enhancement in the Highways portfolio to Economy and Corporate Resources as part of the works relate to the growth programme bid with the LEP. Slippage of £0.242m on two other growth programme schemes have resulted in the overall growth programme having £1.858m additional spend for this financial year.

**Gigabit - £0.171m** - Works have progressed quicker than first anticipated therefore funding has been accelerated to match expenditure.

### **Environment – (-£0.619m)**

**Carbon Reduction Programme – (-£0.100m)** - Delays in planning have led to the projects being reprofiled into the next financial year.

**Your Energy Sussex, Solar Schools – (-£0.466m)** - This project has reprofiled £0.450m into 2021/22 due to delays in receiving approval from PFI funders which in turn has required quotations to be revisited by installers.

**Finance – £0.389m**

**Willow Park Departure – (£0.172m)** – Order for a racking unit has been placed but delivery has been delayed due to the pandemic and will now be delivered in 2021/22 financial year.

**Gypsy, Roma & Traveller Site Improvements Programme – (-£0.103m)** – Programme of works has been delayed and reprofiled into 2021/22 due to difficulties in contractors being given access to sites and difficulties in obtaining quotations due to the pandemic.

**Crawley County Buildings Demolition – (-£0.335m)** - The project is underway however due to the initial delay related to the pandemic, the majority of the spend is due to take place next financial year therefore the project has been reprofiled.

**Property Structural Maintenance – £0.530m** – Works have progressed quicker than first anticipated therefore funding has been accelerated to match expenditure.

**Horsham Enterprise Park – £0.549m** - Works have progressed quicker than first anticipated therefore funding has been accelerated to match expenditure

**Fire and Rescue and Communities – £2.792m**

**Fleet – £0.426m** – Funding has been accelerated from 2021/22 to 2020/21 as delivery of fleet was quicker than first anticipated.

**Fleet – £0.121m** – Funding has been accelerated from 2021/22 to 2020/21 as delivery of fleet was quicker than first anticipated.

**Live Training Centre and Horsham Fire Station - £0.355m** – Project is progressing quicker than first anticipated therefore funding has been accelerated.

**Worthing Community Hub - £0.689m** – Works on the ventilation system has started earlier than anticipated with other works progressing at pace, therefore the funding has been accelerated to match expenditure.

**Transformation Programme – Fire - £1.200m** – A transfer of the Fire Improvement Plan expenditure which has been funded through Flexible Use of Capital Receipts from Economy and Corporate Resources.

**Highways and Infrastructure - (-£4.305m)**

**A284 Lyminster Bypass – (-£0.504m)** - Pile testing works are now unlikely to occur in this current financial year due to issues with sub-contractor availability due to the pandemic, therefore £0.504m has been reprofiled in 2021/22.



**West of Horsham – (-£0.120m)** - Advanced works and utility diversions have come in cheaper than anticipated therefore £0.120m has been reprofiled into 2021/22.

**Emergency Active Travel Fund – (-£0.352m)** - Various cycle lane works have become temporary due to local objections and are therefore ineligible for capital expenditure. Funding has been reprofiled into 2021/22 and will be reallocated for tranche two delivery.

**A259 Corridor Capacity Enhancement, Arun - £1.506m** – Project funding has accelerated in year due to construction works progressing quicker than previously anticipated.

**Annual Works Programme – (-£5.418m)** - £5.418m has been reprofiled against various schemes due a variety of reasons including final accounts coming in cheaper than estimated, design works completed in house, road space availability and issues with utility companies and scheme redesigns.

**A2300 – £0.579m** - Works in the final month progressed quicker than first anticipated therefore funding has been accelerated to match expenditure.

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## **Workforce Report – March 2021**

### **General Summary**

The Covid-19 pandemic has had a significant impact on the workforce this financial year, particularly regarding working arrangements including the shift to predominately home working and the introduction of social distancing.

In this final quarter of the year the employee headcount, FTE and the agency headcount have remained similar to the previous quarter. In comparison to the Q4 last year, the employee headcount and FTE have increased by 134 and 171 respectively and this is largely due to insourcing of services from Capita during the year. The agency headcount has decreased by 14.

The overall rolling turnover shows an increase of +0.7%, however turnover remains within the quarterly target range of 2% to 3.75% (the current overall rolling turnover of 2.8% equates to an annual turnover rate of 11.2%).

There has been a significant fall in the Employee Pay Bill when compared to the previous quarter due to the backdated element of the NJC pay award of 2.75% being paid in the October 2020 payroll.

For training and development, the annual target of 90% has been achieved for managers undertaking performance training. The completion rate for staff induction has increased from 64% in the same quarter last year to 85% this quarter, but it just misses the annual target of 90%.

The number of calendar days lost to overall sickness has fallen slightly, down 720 days, since last quarter. The average number of calendar days lost to sickness per FTE has reduced to 3.1 days this quarter (3.3 days last quarter) and the annual figure is 10.8 days. It is worth noting that these are calendar days, not working days, as WSCC currently record work patterns locally within services and not centrally and this results in the sickness figures being reported as higher than actual for employees who do not work weekends. This is an issue we plan to resolve with the implementation of the new payroll system as part of the Smartcore project.

Anxiety/Stress continues to be the top reason for overall long-term sickness this year. For short-term sickness, the top reason this quarter has changed from Musculoskeletal to Coronavirus which reflects the level of Covid-19 positive cases experienced across the county/country during the Winter. The level of positive cases has since fallen and the top reason for sickness is expected to return to Musculoskeletal.

The number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reports has returned to normal quarterly levels following the spike in reports last quarter which were largely the result of high number of positive Covid-19 cases.

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

## **Workforce KPIs**

### Resourcing and Talent

This quarter there has been a small decrease in Headcount (-13), with the Full Time Equivalent (FTE) staying the same as last quarter. The FTE for Fire and Rescue Service (FRS) is showing a significant increase from last quarter. This increase is due to the method of reporting FTE for the service which has changed to ensure it now aligns with the method used for all other services. The reason why the FTE is showing higher than headcount is due to 91 employees having dual contracts. These 91 are undertaking a full 42hr week position, plus a 3hr per week position for 'on call'.

As mentioned in the General Summary, there has been a significant fall in Employee pay bill following the NJC pay award of 2.75% being paid in the previous quarter.

Agency headcount increased by 21 this quarter, with most of these workers being contracted to work in Adults and Health Services. Contract spend is largely the same as Q3 overall, with spend in Adults and Health Services higher compared to the previous quarter due to the increase in agency headcount. The target reduction of £0.5m agency spend when compared to 2019 has not been achieved as contract spend has increased by £0.9m compared to 2019 Q4. This is the result of increased demand in Children and Adult Services combined with the impact of Covid-19, as well as the drive to move off-contract spend onto the Manpower contract.

The net difference for starters and leavers is -27 compared with +88 in Q3. The fall in starters has mainly occurred in Adults and Health Services and Fire and Rescue Service, with the leavers mostly in 'all other services' (up from 18 to 53 this quarter). The effect on overall rolling turnover is an increase of +0.7% but turnover remains within the quarterly target range of 2 to 3.75% (the current overall rolling turnover equates to an annual turnover rate of 11.2%)

### Performance and Skill

The annual target for managers undertaking performance training has increased by 5% this quarter and achieved the annual target of 90%. However, the completion rate for staff induction completion rate just missed the annual target of 90%, although it improved from 64% to 85% over the year.

The annual targets for 'did not attend' and 'short-term notice cancellations' have not been achieved, with the current rate at 15% and 11% respectively, compared with a target of 5%. Adults and Children's Services have the highest number of training course and these services have been prioritising service delivery during the latest Covid-19 wave and the seasonal winter pressures and

this accounts for a significant proportion of the non-attendance and cancellations in these services. As mentioned last quarter, the percentages are also quite volatile due to the reduction in scale of bookings since the start of the pandemic. However, it is recognised that improvement is required to reduce the level of 'did not attend' and 'short-term notice cancellations'.

The number of disciplinary cases has risen for one in Q3 to three in Q4. Otherwise the employee relations figures are similar or the same as those from the previous quarter.

### Health, Safety and Wellbeing

There has been a slight fall in overall sickness this quarter, down by 720 days, and the average number of calendar days lost to sickness per FTE has reduced to 3.1 days. The annual figure for average is 10.8 days. For the service, there has been a noticeable fall of 31% in overall sickness in Children and Family Services and a slight rise of 8% in Adults Services.

The top reason for short-term sickness this quarter is Coronavirus and that reflects the level of positive cases experienced across the county/country during this quarter. The top reason for long-term sickness has remained Anxiety/Stress and this is the top reason in Adults Services and Children and Family Service services.

There have been two RIDDOR reports to the Health and Safety Executive in Q4. This is a significant fall compared to Q3 where there were 20 RIDDOR reports (17 of which were for occupation exposure to disease resulting in Covid-19 positive cases). Of the two RIDDORs this quarter, one was for a violence at work incident where a customer threw an electric toothbrush striking employee's face causing a fractured cheek bone. Safety plans are under constant review to try and prevent such incidents caused by known behaviour. The other RIDDOR was an accident where an employee did not see a drop kerb and fell, resulting in a broken ankle.

**Workforce KPIs**

**2020 Q4**  
1st Jan 2021 to 31st March 2021

Indicator	West Sussex County Council					
	2020 Q4	2020 Q3	Change since last quarter	Intended Direction of Travel	Target 2020/2021	Commentary

Resourcing & Talent							
Employed workforce <small>(Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners and partners)</small>	Total Headcount (total number of people employed over reporting period)	5,433	5,425	↑ 8	N/A	N/A	FTE is the same as last quarter, with a small decrease in Headcount (-13). FTE for Fire & Rescue Service is showing a significant increase - this is due to a new method of reporting FTE for FRS which now brings the method in line with other services. The reason why FTE for FRS is showing as higher than headcount is due to 91 employees having dual contracts. These 91 are undertaking a full 42hr week position, plus a 3hr per week position for 'on call'.  The fall in Employee payroll is due to the NJC pay award of 2.75% that was paid in Q3 including backdated increases to April 2020.
	Active Headcount (number of people employed on 28th of last month of reporting period)	5,322	5,335	↓ -13	N/A	N/A	
	Active FTE (on 28th of last month of reporting period)	4,733	4,733	↓ 0	N/A	N/A	
	Employee payroll (including on costs and casuals, excluding agency and schools)	£52,637,736	£56,343,261	↓ -£3,705,526	N/A	N/A	
Agency (Manpower)	Headcount (Manpower)	371	350	↑ 21	N/A	N/A	Agency headcount increased by 21 with most being contracted to work in Adults Services. Contract spend is largely the same as Q3 overall, with spend in Adults Services higher compared to Q3 due to the increase in agency headcount. The target reduction of £0.5m spend since the previous year has not been achieved as contract spend has increased by £896,747 compared to 2019 Q4. This is the result of increased demand in Children & Adult Services combined with the impact of COVID-19, as well as moving off-contract spend onto the Manpower contract.
	Contract spend	£4,712,689	£4,720,279	↓ -£7,589	↓	Reduction of £0.5m since previous year	
	Manpower % of total workforce <small>(Total Headcount + Manpower Headcount)</small>	6.4%	6.1%	↑ 0.3%	N/A	N/A	
Recruitment	Total number of starters (over reporting period)	147	164	↓ -17	N/A	N/A	Net difference for starters & leavers is -27 compared with +88 in Q3. The fall in starters has mainly occurred in Adults & FRS, with the leavers mostly in 'all other services' (up from 18 to 53 this quarter).
Retention	Total number of leavers (over reporting period)	120	76	↑ 44	N/A	N/A	
Staff turnover	Rolling turnover rate <small>(average headcount over the previous 3 months, divided by the number of leavers over the last 3 months)</small>	2.8%	2.1%	↑ 0.7%	→	Between 2-3.75% (rolling qtlly target)	Overall rolling turnover has increased by +0.7%. The overall rolling turnover remains within the target range of 2 to 3.75% (annual target of 8 to 15%). This is the case for all services with the exception of FRS which saw a dip in rolling turnover this quarter (from 2.4% to 1.4%)

Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
2020 Q4	2020 Q3	2020 Q4	2020 Q3	2020 Q4	2020 Q3	2020 Q4	2020 Q3

1,110	1,106	1,406	1,467	649	657	2,297	2,248
1,085	1,080	1,339	1,386	642	646	2,259	2,225
935.8	925.7	1,247.5	1,232.9	739	604.5	1,870	1,839
£11,011,562	£11,406,961	£14,473,936	£16,605,245	£6,725,210	£6,777,672	£20,427,028	£21,553,383
97	79	170	172	10	7	100	99
£899,601	£741,459	£2,540,000	£2,770,453	£57,340	£47,560	£1,215,748	£1,160,805.99
8.0%	6.7%	10.8%	10.5%	1.5%	1.1%	4.2%	4.2%
21	32	32	34	9	18	85	80
22	17	41	30	4	11	53	18
2.9%	2.3%	3.6%	2.8%	1.4%	2.4%	2.6%	1.5%

Performance & Skill							
Training & development	Staff induction completion rates	85.0%	80.0%	↑ 5%	↑	90%	Staff induction completion rate has increased from 64% in the same quarter last year to 85% although this just misses the annual target of 90%. Percentage of managers undertaking performance training has increased by 5% & achieved the target of 90%.  Targets for 'did not attend' & 'short-term notice cancellations' have not been achieved, with the current rate at 15% & 11% respectively compared with a target of 5%. Adults and Childrens Services have the highest number of training course and these services have been prioritising service delivery during the latest COVID-19 wave and the seasonal winter pressures and this accounts for a significant proportion of the non-attendance and cancellations. As mentioned last quarter, the percentage are also quite volatile due to the reduction in scale of bookings since the start of the pandemic. However, it is recognised that improvement is required to reduce the level of 'did not attend' and 'short-term notice cancellations'
	Percentage of managers who have undertaken formal performance training	90.0%	85.0%	↑ 5%	n/a	90%	
	Percentage of 'did not attend' booked training sessions run through the L&D Gateway	15.0%	12.0%	↑ 3%	↓	5%	
	Percentage of short notice (1-10 day) cancellations for booked training sessions run through the L&D Gateway	11.0%	11.0%	→ 0%	↓	5%	
Employee Relations <small>(new cases during the reporting period)</small>	Suspensions	0	0	→ 0	N/A	N/A	There has been an increase of +2 in disciplinary cases from 1 in Q3 to 3 in Q4. Otherwise the employee relations figures are similar or the same as those from the previous quarter.
	Dismissals (exc redundancy ie ER)	0	0	→ 0	N/A	N/A	
	Staff Appeals panel: upheld	0	0	→ 0	N/A	N/A	
	Staff Appeals panel: rejected	0	1	↓ -1	N/A	N/A	
	Employee grievances	0	0	→ 0	N/A	N/A	
	Disciplinary cases	3	1	↑ 2	N/A	N/A	
	Formal capability (performance)	0	1	↓ -1	N/A	N/A	
	Formal capability (health)	0	0	→ 0	N/A	N/A	
Employment tribunals	0	0	→ 0	N/A	N/A		

88%	92%	82%	73%	75%	92%	82%	77%
98%	93%	75%	68%	n/a	n/a	93%	93%
26%	16%	18%	13%	7%	16%	13%	11%
11%	11%	11%	11%	0%	4%	11%	14%
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	1	0	0
0	0	0	0	0	0	0	0
1	0	2	1	0	0	0	0
0	0	0	1	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0

Indicator	West Sussex County Council						Adults Services		Children & Family Services		Fire & Rescue Service		All other Services	
	2020 Q4	2020 Q3	Change since last quarter	Intended Direction of Travel	Target 2020/2021	Commentary	2020 Q4	2020 Q3	2020 Q4	2020 Q3	2020 Q4	2020 Q3	2020 Q4	2020 Q3

Health, Safety & Wellbeing							
Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	17,203	17,923	↓ -720	N/A	N/A	The number of calendar days lost to overall sickness has fallen slightly, down 720 days, since last quarter. The associated fall in the average number of calendar days lost to sickness per FTE to 3.1 days this quarter - the annual figure is 10.8 days. It is worth noting that these are calendar days, not working days, as WSCC currently record work patterns locally and not centrally and this results in the sickness figures being reported as higher than actual for employees who do not work weekends. For the service, there has been a noticeable fall of 31% in overall sickness in Children & Family Services and a slight rise (8%) in Adults Services.
	Average sick days per FTE	3.1	3.3	↓ -0.2	↓	N/A	
Short term sickness absence (less than 21 calendar days)	Number of calendar days lost	4,379	4,941	↓ -562	↓	N/A	The top reason for short-term sickness this quarter has changed from Musculoskeletal to Coronavirus and that reflects the level of positive cases experienced across the county/country during this quarter. The level of positive cases has since fallen and the top reason for sickness next quarter is expected to return to Musculoskeletal. The top reason for long-term sickness has remained Anxiety/Stress and this is the top reason in Adults Services and Children & Family Service services.
	Top reason for short term absence	Coronavirus	Musculoskeletal, Fractures, Injury, Surgery	N/A	N/A	N/A	
Long term sickness absence (more than 21 calendar days) - see Note below	Number of calendar days lost	12,824	12,982	↓ -158	↓	N/A	
	Top reason for long term absence	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	N/A	N/A	N/A	
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents to the Health and Safety Executive (HSE)	Violence at work	1	1	→ 0	↓	N/A	There have been 2 RIDDOR reports to the HSE in Q4. This is a significant fall compared to Q3 where there were 20 RIDDOR reports. This fall is mainly due to the reduction (to zero) in the number of positive COVID-19 cases requiring RIDDOR notification. There has been one violence at work incident where a customer threw an electric toothbrush striking employee's face causing a fractured cheek bone. Safety plans are under constant review to try and prevent such incidents caused by known behaviour. One accident involved an employee who did not see a drop off in a kerb resulted in a broken ankle.
	Accident	1	2	↓ -1	↓	N/A	
	Dangerous occurrence	0	0	→ 0	↓	N/A	
	Total RIDDORs reported to HSE	0	20	↓ -20	↓	N/A	

5,352	4,934	4,633	6,344	1,932	2,030	5,287	4,616
4.9	4.6	3.4	4.5	2.6	2.69	2.3	2.05
1,396	1,454	984	1,346	694	747	1,306	1,395
Coronavirus	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Unknown	Unknown	Respiratory, Cough, Cold, Flu	Musculoskeletal, Fractures, Injury, Surgery
3,956	3,480	3,649	4,998	1,238	1,283	3,981	3,221
Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health	Unknown	Unknown	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery
0	1	1	0	0	0	0	0
0	1	1	1	0	0	0	0
0	0	0	0	0	0	0	0
0	4	0	1	0	15	0	0

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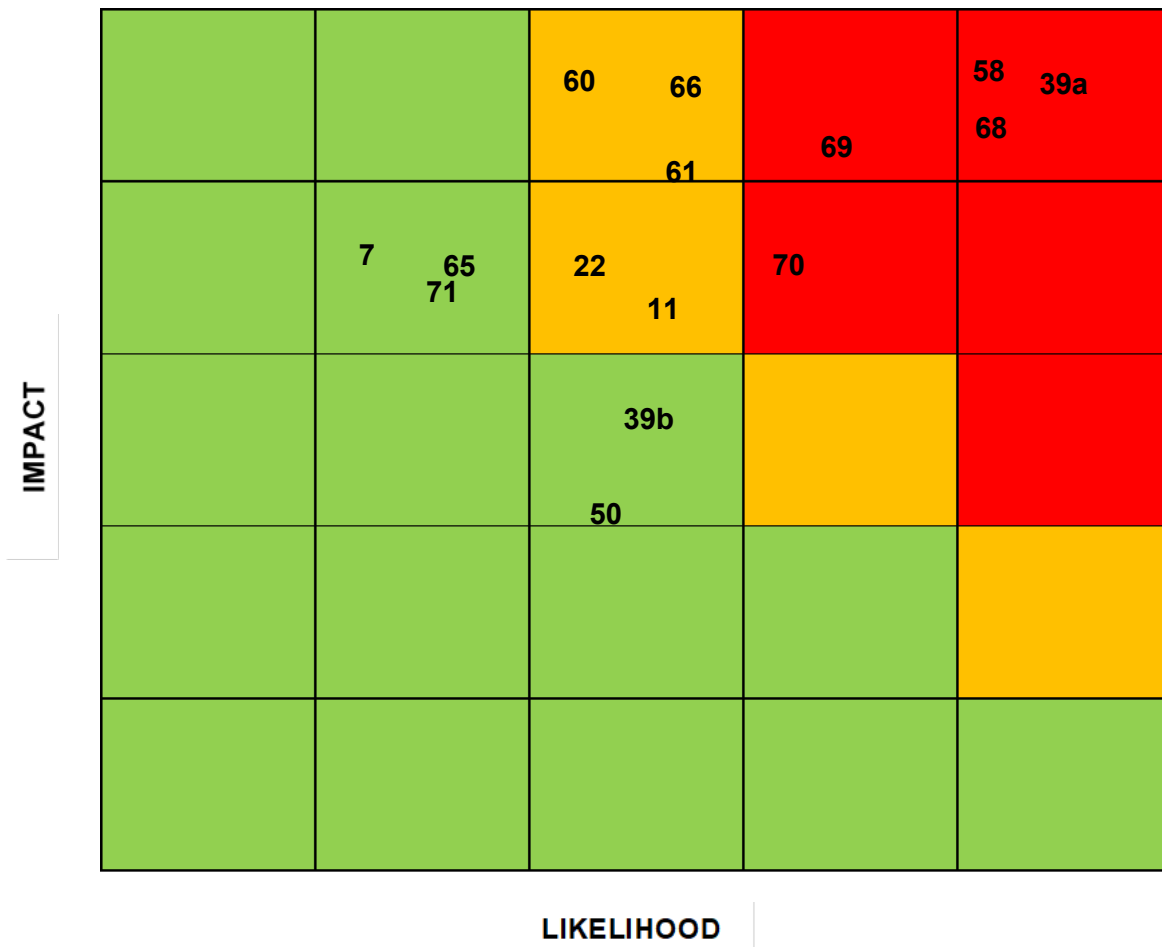
## Quarterly Review of the Corporate Risk Register

### 1 Introduction

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

### 2 Background and context

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



2.2 During the preceding reporting period there have been no changes to the corporate risk register.

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

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

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

<b>Key Corporate Covid-19 Risks</b>
Increasing/unmanageable workload for staff due to anticipated increase in support to the Local Tracing Partnership (LTP).

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date			
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score				
CR68	The government have placed restrictions and imposed requirements on Local Authorities to support in the management of the COVID-19 pandemic. If local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk <b>services will fail to deliver existing work plans</b> due to staff responding to the impact of the pandemic, or staff shortages due to sickness.	Chief Executive	1. Failing to deliver statutory duties.	Mar-20	5	5	25	Treat	5	2	10	Review and update business continuity and service critical plans.	CLT	ongoing	Business continuity plans periodically reviewed. To date there is sufficient resource to deal with challenges.	5	3	15	Aug-21			
			2. Negative reputational impact.									Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).								Chief Executive	ongoing	Outcomes to inform Tactical Management Group (TMG), Strategic Management Group (SMG), and Local Health Resilience Partnership (LARP) for action/info.
			3. Residents don't receive support required.									Develop communications when required to manage expectations of staff and residents on WSCC response position.								Head of Communications	ongoing	Collaboration and agreement on services provision messages with directorates and ELT through current COVID-19 mechanisms (TMG and SMG).
			4. Insufficient budget/budget exceeded.									To continue to lobby government groups to influence funding decisions.								Chief Executive	Ongoing	Sufficient funding received to date to deal with the cost.
			5. Increase risk to life.									IA to conduct review of lessons learned and communicate.								Director of Finance & Support Services	Sep-21	
			6. Information not shared appropriately.									Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.								CLT	ongoing	To be captured in business continuity plans.
CR70	There is an <b>increasing demand placed on the senior officers</b> due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued <b>lack of capacity to deal with strategic/organisational issues</b> , leading to poor decision making.	Chief Executive	1. Outcomes for residents not delivered	Aug-20	4	3	12	Tolerate	4	3	12	Continue to monitor service resource impact.	ELT	ongoing	Concerns raised through ELT	4	3	12	Aug-21			
			2. Residents don't receive support needed.									Provision of support to services when required.								SMG	ongoing	Support requests raised through TMG and escalated to SMG if required.
			3. Failing to deliver statutory duties																			
CR71	As part of the 'new normal' WSCC staff will be expected to continue to work from home (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely effect the <b>mental and physical wellbeing (and emotional resilience) of staff</b> which will lead to an increase in absences and poor service delivery to residents.	Director of Human Resources & Org Dev	1. Increase in poor physical health of staff.	Aug-20	4	4	16	Tolerate	4	2	8	Mental health training and support (particularly for managers).	Health and Safety Manager	ongoing	Stress Management corporate guidance, mental health for managers e-learning series, adoption of mental health first aiders across the council and the employee assistance programme (EAP).	4	2	8	Aug-21			
			2. Increase in poor mental health of staff.									DSE assessments carried out and regularly reviewed.								Health and Safety Manager	ongoing	Directorates responsible for completion of staff assessments. Comms to communicated the requirement to complete the DSE self-assessment and home working assessment.
			3. Increase in staff absence.									Appropriate comms to ensure officers are equipped to support staff.								Health and Safety Manager	ongoing	HSW messages being published regularly via One Voice and newsroom articles.
			4. Poor service delivery to residents.																			
			5. Increase in number of claims and premiums.																			

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

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

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA	Head of Data Protection	Ongoing	Annual business process review via DPIA to confirm compliance or to reflect update/risk assessment if business process elements have shifted since last review.	3	3	9	Jun-21		
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.			Head of IT					Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity.
			3. Resident's trust in the Council is undermined.									Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.			Director of Law & Assurance					Ongoing	Processes settled. Most impact assessments completed. DPIA to be conducted annually.
			4. Partners will not share data or information with the Council.									Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.			Head of IT					Ongoing	Mandatory training implemented to ensure employees are aware of obligations and support available. Data sharing agreements / contractual terms to cover provision of effectively managed DP obligations between WSCC/Suppliers/third parties.
			5. Punitive penalties are made on the Council.									Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.			Head of Data Protection					Ongoing	Head of IT and DP Team leader to liaise with DASS by end March 21 to settle actions
												Adopt ISO27001 (Information Security Management) aligned process & practices.			Head of IT					Ongoing	Adoption of ISO27001 is being considered as part of a wider assurance framework being evaluated for implementation to support operation of the Council's internal IT function post the end of the existing IT outsource
												Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.			Director of Law & Assurance					Ongoing	Further DPIA review assessment (for pre May 2018 deployed systems) to coincide with review/novation/transformation (to Cloud) of specific IT systems resultant from the return of the Council's IT outsource contract.
CR50	WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.	Director of Human Resources & Org Dev	1. Increase risk of harm to employees, public and contractors.	Mar-17	4	5	20	Treat	3	2	6	Purchase, develop and introduce an interactive online H&S service led audit tool.	Health and Safety Manager	ongoing	Site monitoring inspection templates and audit templates to be created in Firmstep.	3	3	9	Aug-21		
			2. Increase number of claims and premiums.									Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.			Health and Safety Manager					ongoing	Work on the TNA has been paused. H&S e-learning modules bespoke to the council H&S arrangements are being developed with L&D development colleagues. Course content will be owned by the council instead of off the shelf course material.
			3. Adverse reputational impact to Council.									Incorporate HS&W information into current performance dashboard.			Health and Safety Manager					ongoing	Dashboard to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents. Data from inspections and audits once the templates are developed in Firmstep will be linked to PowerBI dashboard.
			4. Increase in staff absence.									Regular engagement with other LA's on best practice and lessons learned.			Health and Safety Manager					Ongoing	
												Develop and introduce a more comprehensive risk profile approach and front line service based audits.			Health and Safety Manager					Ongoing	HSW risk profiling template created and being launched in some Directorates. C-19 has prevented full launch across the council.

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR58	If there were to be a <b>failure of social care provisions</b> there is a risk that both WSCC funded residents and self-funding residents are not being properly cared for; which may result in death or injury to individuals and significant reputational harm to the council.	Executive Director of Adults and Health	1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty.	Sep-18	5	5	25	Treat	3	3	9	Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Head of Contracts & Performance	ongoing	Due to the implications of COVID19 and service resource constraints, the ability to conduct face to face quality assurance checks has reduced. There is now an increased focus on supporting/improving infection control and closer working with the CCG to ensure the right level of support to care homes is delivered.	5	5	25	Aug-21		
2. CQC action against service provider which could lead to establishment closure at short notice			Provision of regular support and communication to care homes to monitor financial sustainability during COVID-19 pandemic.									Head of Contracts & Performance								ongoing	Regular communication (with a COVID19 focus) with care homes to identify risk areas early. Monitoring of deaths and Covid outbreaks in care homes. This action is reviewed and discussed weekly at WSCC IMT.
3. Financial implication of cost of reprovision following closure of services.			Financial analysis of high risk provision - due diligence checks.									Head of Contracts & Performance								ongoing	Working with strategic contracts to identify key providers for more regular financial checks. Commissioning of sustainability blocks to deliver a level of financial stability.
4. Reduced capacity in the market as a result of failure of provision.			In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.									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.
5. Delay for those residents who are Medically Ready to Discharge (MRD).			Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.									Cx Lead								ongoing	Care services registered with CQC are currently required to complete NECs trackers as part of grant Covid-19 Department of Health and Social Care Grant Funding which supports an understanding of capacity as does the Shaw healthcare bed booking system. Combined Placement and Sourcing Teams have a Provider Capacity Tracker which is updated with available information and intelligence. Information is reviewed weekly to explore any delays and issues with capacity which are escalated to the weekly Capacity Oversight Group meeting.
6. Non-compliance with Care Act.			Administration of central government funding to provide financial support to the sector.									Cx Lead								ongoing	Total payments of £43.3million in 20/21 made to the care sector through Department of Health and Social Care (DHSC) Grants, payments to Council commissioned provision and uplifts to Council rates. For 21/22 an uplift to commissioned provision of 1.75% has been decided and implemented and the Council is in the process of facilitating payments to the sector from the DHSC Infection Control and Testing fund which supports spend up until 30th June 2021.
7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.																					

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
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CR60	There is a risk of failing to deliver the <b>HMIC FRS improvement plan</b> , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.	Chief Fire Officer	1. Reputational damage  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. The IAP concluded the demonstration of the progress to date leads them to believe that the steps that WSFRS have taken to improve the service are significant. It will undoubtedly take time to fully embed the improvements, and the service has a clear plan in place to do so. It was therefore concluded to close the Independent Advisory Panel.	5	3	15	Aug-21
CR61	A 'serious incident' occurs resulting in the <b>death or serious injury of a child</b> where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	Executive Director of Children, Young People and Learning	1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged.  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). Improvement Plans include management development and HCC intervention.  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	Improvement activity continues to be embedded within the social work teams. The management assessment programme is now being implemented with all Service Leads being assessed by the end of January. The full programme of assessments will be completed by mid-May 2021. Statutory performance continues to improve but there is still inconsistency across the service. The service continues to work with our improvement partners (HCC) to deliver ongoing improvement activity across children's social care. The service remains under close scrutiny from the independent Improvement Board and the statutory regulator, Ofsted.  All improvement activity is overseen and supported by the dedicated Practice Improvement team who report regularly to DLT and the Improvement Board. We continue to revise and improve practice guidance, policy and practice on an ongoing basis. Areas of further development have been identified from the latest Ofsted focused visit and they form a focus for the next phase of the improvement work.	5	3	15	Aug-21
CR65	The review of <b>corporate leadership, governance and culture</b> recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	Chief Executive	1. Service failure  2. External intervention  3. Poor value for money	Dec-19	5	4	20	Tolerate	3	2	6	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  Director of Law & Assurance  Director of Law & Assurance	ongoing  ongoing  ongoing	Stable team - some tasks ongoing to maintain and to address limited interim roles in place  Plan completed and approved. For implementation with LGA post election as part of induction programme  Completed those for immediate or approved implementation to meet Council's decision. Further review post election.	3	2	6	Nov-21

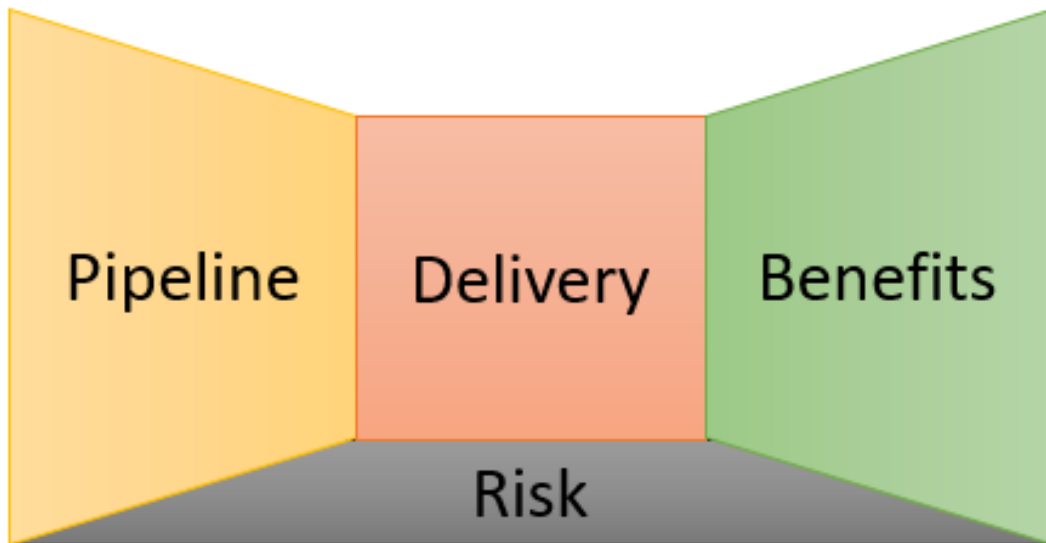


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CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that <b>children's services will fail to deliver an acceptable provision to the community.</b>	Executive Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	3	15	Deliver Children First Improvement Plan.	Senior Improvement Lead	ongoing	The Children First Improvement Plan has been developed to incorporate three key pillars to ensure an improved level of service: Pillar 1 - Everyone knows 'what good looks like'; Pillar 2: Creating the right environment for good social work to flourish; Pillar 3 : Deliver an Improved Service Model. The programme is being implemented and is on target as outlined in the Transformation Programme summary.	5	4	20	Aug-21	
2. Significant reputational damage.			Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.									Executive Director of Children, Young People and Learning			ongoing					The phase 2 workstream improvement action plan, which is jointly developed by WSCC and HCC is being progressed. Regular steering group to track and monitor progress and report into the into Improvement Board.
3. Reduced confidence by residents in the Councils ability to run children's services.			Implement the Children First Service transformation model									Children First Transformation Director			ongoing					Family Safeguarding model redesign to ensure practice improvements are sustainable and embedded to provide a good level of service is being progressed and is meeting its milestones for implementation.
4. Legal implications through non-compliance or negligence.																				

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# Capital Programme 2020/21 – 2024/25

## 2020/21 Quarter 4 Performance Report



**1. Pipeline**

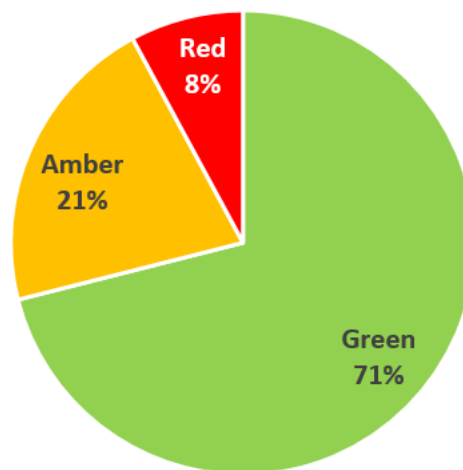
1.1 Projects that remain in a development stage are considered to be in the pipeline of the five-year capital programme. A standard approach towards developing demand from service asset strategies into deliverable projects includes two key gateway stages:

- Viability – where desktop studies identify the art of the possible, in order to scope an early long-list of options,
- Feasibility – where a shortlist of options is selected for further study.

1.2 Following these stages, an options appraisal is considered via a business case and processed in accordance with approval capital governance. If considered a priority, a preferred option is progressed for delivery stages of design and construction.

1.3 The Capital Programme Office (CPO) is currently monitoring the development of 38 programmes and projects in the Pipeline Stage. At the end of March 2021, three projects reported red, indicating that significant issues in project development required consideration of the projects’ deliverability. Eight projects reported amber, indicating that there was uncertainty regarding completion of the next stage of the project’s development. One project was removed from the pipeline as it was expected to be funded entirely from developer contributions.

**Pipeline by RAG Status – March 2021**



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

<b>Pipeline</b>				
<b>Project</b>	<b>Location</b>	<b>Gateway Clearance Planned</b>	<b>Current Profile (14 June)</b>	<b>Notes</b>
Adults Residential Services Phase 1	Various	September 2020	Amber – Sept 2021	Delay bringing forward Strategic Outline Case

				following Covid-19 disruption
NHS Capital Grants – Boundary Close 1 and 3	Worthing	Nov 20	Amber – Aug 2021	Service review of priority use delayed due to Covid-19 pressures
Burgess Hill Place and Connectivity Programme – Church Walk	Mid Sussex	December 2020	Amber – October 2021	Preliminary design complete. Further stakeholder workshops planned over the Summer to prioritise schemes for detailed design.
Burgess Hill Place and Connectivity Programme – Victoria Park	Mid Sussex	December 2020	Amber – October 2021	
Chichester Growth Programme – Relocation of Hockey Pitch	Chichester	April 2020	Red – TBC	Demolition of school site subject to Key Decision in June 2021. Wider site plans subject to confirmation of southern gateway proposals
Bognor Regis Enterprise Centre	Arun	July 2020	Red – TBC	Project not viable as proposed due to higher than expected land value and build cost. Options being considered
Baystone Farm	Horsham	April 2021	Amber – July 2021	Ground conditions may be too wet for gas scheme. Further site studies to be undertaken. Solar project to progress to design with scope to accommodate potential future gas scheme
Brookhurst Wood – Site HA	Horsham	TBC	Amber TBC	Strategic review of Waste Contract due in Spring 2021. Negotiations with contractor progressing
Watery Lane Battery Storage	Chichester	September 2021	Red – TBC	Land adjacent to A27 considered not available for development. Alternative site at St Josephs able to be utilised within existing project parameters. Programme to be determined
Records Office	Chichester	January 2021	Amber – June 2021	Delay in bringing forward options. Corporate capital requirement likely
Fire and Rescue Estate Improvement Programme	Various	February 2021	Amber – Sept 2021	Delay in bringing forward priority options.

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

<b>Projects Removed from Pipeline 2021/22</b>		
<b>Project</b>	<b>Location</b>	<b>Notes</b>
Basic Need – Barnham Primary School	Arun	Project not viable, alternative site for provision of additional places in the area to be considered
SEND Strategy – SSCs – Midhurst area	Chichester	Project not viable, alternative provision for SEND places in the area to be considered
Hobbs Field	Horsham	Project initially brought forward as OPE enabler and part of Adults Residential Strategy. OPE opportunities not being pursued further, Adults strategic requirements subject to review. Project removed.
Electric Vehicle Chargers	Various	Project to be funded and delivered by external partner

## 2. 2020/21 Delivery

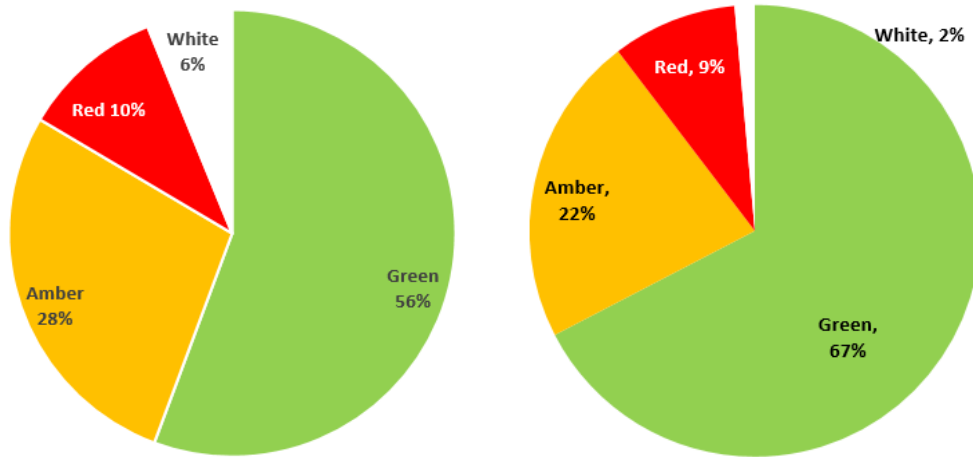
- 2.1 Projects that are in design or construction phase, are considered to be in Delivery. Each project in delivery is subject to monthly highlight reporting. Project Managers produce highlight reports that are scrutinised by a technical officer “Hub” and a summary and analysis is presented in this report.
- 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 March, 55 projects in delivery were rated **GREEN**. 26 were rated at **AMBER**. 10 were rated as **RED**. Six projects did not produce a highlight report and have been reported as **WHITE**.

### **Projects by RAG status, March 2021**

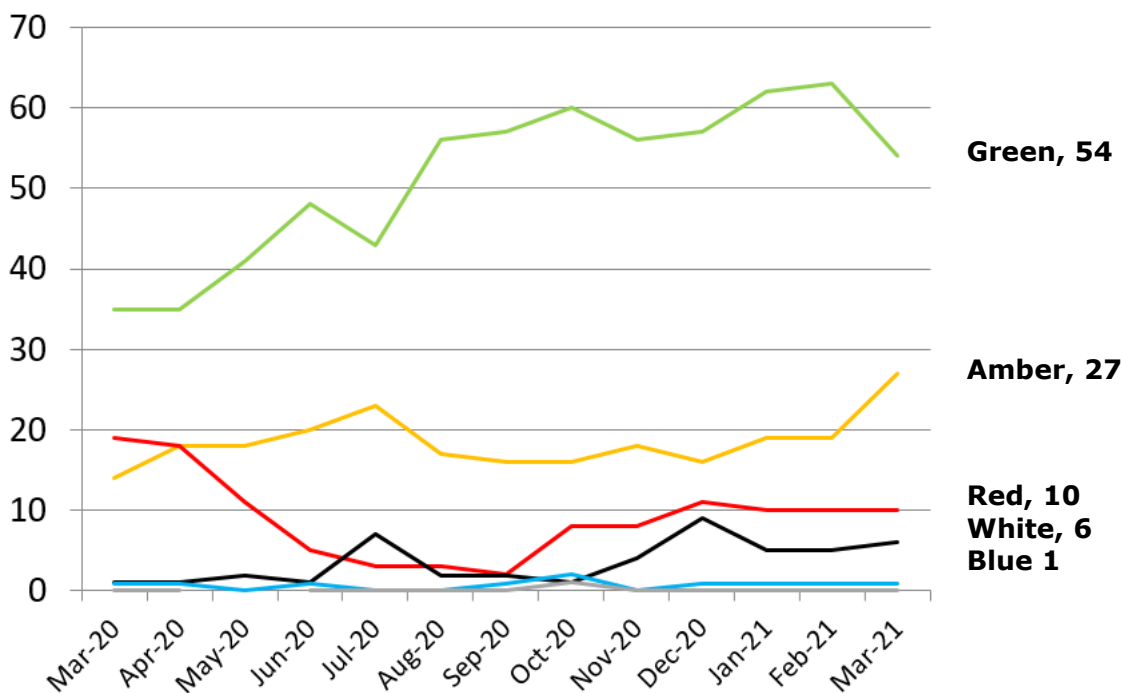
**Number of Projects**

**Value of Projects**

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 March 2021**



2.5 No highlight report was received for the following projects:

Portfolio	Project	Period unreported
Adults and Health	In-House Day Centres Part A Construction Stage	1 month
	No.2 Boundary Close	4 months
Education and Skills	Forest School Co-Education	3 months
	Midhurst Rother College	1 month
	Sompting Village Primary	2 months
	The Weald School All Weather Pitch	1 month

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

Scheme	RAG at 31 March	Reason	Impact	Updated position at 14 June	
				Updated RAG	Latest Update



Demolition of Vacant Buildings – CHSB	<b>RED (13)</b>	Delay due to ecology and archaeology surveys leading to withdrawal of external funding window. Alternative funding source to be considered to address demolition to address safety concerns, enabling options for future use to be developed	<b>High (time)</b>	<b>GREEN</b>	Funding approved from Capital Improvements Programme
Ifield Community College Special Support Centre	<b>RED (6)</b>	Cost and delivery programme subject to confirmation from PFI contractor	<b>Low (time)</b>	<b>AMBER</b>	Agreement on programme in principle, subject to confirmation
Oak Grove College	<b>RED (3)</b>	Construction budget added by Key Decision. Programme remains subject to confirmation, anticipated completion before the September 2021	<b>High (time)</b>	<b>RED</b>	Planning remains subject to confirmation – project proceeding at risk. Completion planned for August 2021, tight programme
Parklands	<b>RED (35)</b>	Further defects discovered following acoustic testing. Scope and impact to be assessed.	<b>High (time/quality)</b>	<b>RED</b>	Ongoing defect management
QEII Silver Jubilee School	<b>RED (2)</b>	Tender process extended by two weeks after feedback from contractors. Delay expected to be mitigated within construction period.	<b>High (cost)</b>	<b>AMBER</b>	Officer Key Decision pending. Enhanced risk profile for completion by November 2021
S106 Lindfield Primary School	<b>RED (4)</b>	Permanent option being proposed following concern regarding temporary structure impact on outside space. Increased cost offset by potential future	<b>High (time/cost)</b>	<b>GREEN</b>	Change in scope approved, permanent build on track according to new delivery programme

		reprovision to meet SEND requirement in the area. Delivery for September 2022 enabled by temporary use of ICT suite during construction			
S106 Slinfold Modulars	<b>RED (2)</b>	Cost estimate included as part of feasibility study exceed available S106 funds - options to be considered	<b>Medium (cost)</b>	<b>RED</b>	Value engineering to be undertaken during project design stage
S106 St Andrews CE High School Co-Ed Design Stage	<b>RED (1)</b>	Owing to a substantial change in brief/direction this project is now being carried out directly by the Diocese and is no longer a WSCC project. A completion report will be provided when all costs are in	<b>Low (time)</b>	<b>GREEN</b>	Project to be completed by the Diocese with WSCC funding contribution
Waste Fairbridge Site – Japanese Knotweed	<b>RED (1)</b>	Delay due to legal queries, insurance & guarantees. Elongated programme may only allow for two sprays, rather than the planned three.	<b>High (time)</b>	<b>AMBER</b>	Contract tendered, risk of further intrusion being managed on-site
Horsham Fire Station and Training Centre	<b>RED (1)</b>	Cost estimate beyond existing budget at completion of technical design stage. Options to be considered	<b>High (time/cost)</b>	<b>AMBER</b>	Detailed design report delivered end of May. Consideration being given to options

2.7 Seven projects were completed in 2020/21:

April		
Project	Location	Description
Downslink	Various	Programme of improvements to the Public Rights of Way network

<b>June</b>		
<b>Project</b>	<b>Location</b>	<b>Description</b>
SEND Strategy - Herons Dale	Adur	Development of courtyard area to provide facilities enabling additional five pupils
<b>September</b>		
<b>Project</b>	<b>Location</b>	<b>Description</b>
Ifield Community College	Crawley	Provision of additional equipment to enable additional places to be taken up to cover a one-year bulge class
<b>December</b>		
<b>Project</b>	<b>Location</b>	<b>Description</b>
Manor Green SEND Strategy	Crawley	Extension to provide 36 additional SEND primary places
<b>January</b>		
<b>Project</b>	<b>Location</b>	<b>Description</b>
Bognor Regis Creative Hub	Arun	Creative digital hub at Bognor Railway Station to support economic outcomes
<b>February</b>		
<b>Project</b>	<b>Location</b>	<b>Description</b>
Felpham Community College	Arun	Basic Need increase by 2 Forms of Entry (300 places by year 5)
<b>March</b>		
<b>Project</b>	<b>Location</b>	<b>Description</b>
Shelley Primary School	Horsham	4-class Basic Need increase of school capacity to 2.5 Forms of Entry

### **3. 2020/21 Benefits**

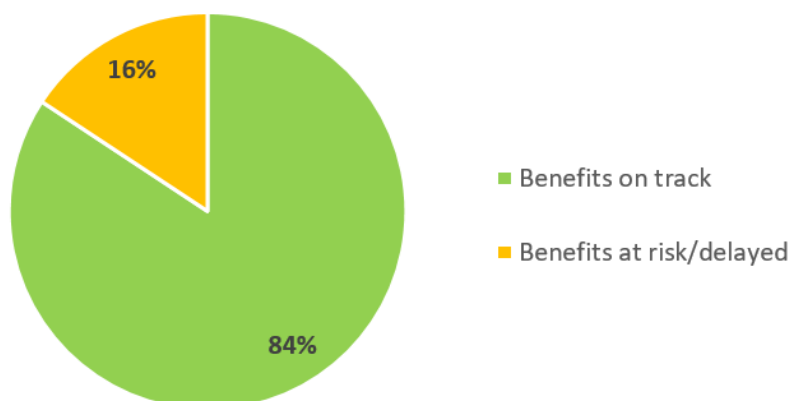
- 3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.
- 3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond 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 77 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 March, 67 were reported to be on track for planned delivery, 10 were reported as delayed or “at risk”.

### Benefits by RAG status – March 2021



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

Project	Location	Status	Issue	Benefit Outcome Status
A285 Road Safety	Chichester	<b>AMBER AT RISK</b>	Change in reporting methodology by Sussex Police likely to influence performance against target – first data expected October 2021	<b>AMBER</b>
NHS Capital Grants No.2 BC	Worthing	<b>AMBER AT RISK</b>	Inflationary uplifts on care and support costs and changes to support requirements reducing savings benefit	<b>AMBER</b>
Forest School	Horsham	<b>AMBER UNDER REVIEW</b>	Uptake of new places, pupil admissions data showing PAN 82%, against target of 95% with full realisation planned for September 2022	<b>AMBER</b>
Flintstone Centre Alternative Provision	Arun	<b>AMBER AT RISK</b>	Improved pupil attendance/engagement in formal education	<b>AMBER</b>
		<b>AMBER</b>	Revenue savings likely to be slightly less than planned	<b>AMBER</b>
Gigabit	Various	<b>AMBER AT RISK</b>	Revenue savings to be reviewed – expected to be slightly lower than planned	<b>AMBER</b>
Schools Solar PV (full benefits due to mature 2044)	Various	<b>AMBER AT RISK</b>	Currently 81% of Planned renewable energy target realised	<b>AMBER</b>

			Currently 51% of planned revenue income realised	<b>AMBER</b>
			Currently 70% of schools savings realised	<b>AMBER</b>
Sompting Village Primary School	Adur	<b>AMBER</b>	Completion delayed	<b>GREEN</b>

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

<b>May</b>		
<b>Project</b>	<b>Location</b>	<b>Benefit</b>
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
<b>September</b>		
Children Looked After	Chichester	Revenue savings target from internal provision for Children Looked After – benefit achieved
Electric Vehicles	Various	Cost of electric vehicles exceeds that of petrol fleet vehicles – benefit not achieved
<b>January</b>		
Bognor Regis Creative Hub	Arun	350m <sup>2</sup> additional employment space created
		Availability of ultrafast digital capacity for Hub users
<b>February</b>		
Felpham Community College	Arun	Provision of 2 Forms of Entry (300 additional places)
<b>March</b>		
Shelley Primary School	Arun	Additional 40 places to meet Basic Need bulge class requirement

#### **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 A review of the Capital Programme Risk Register has led to a recasting of several risks at more appropriate programme level and a focus on strategic

portfolio risk management. The Capital Programme Office is currently reporting against eight portfolio risks.

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## Capital Programme Performance Report

### Quarter Four 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 March 2021 there were 11 red highlight reports, 16 amber and 57 green. The performance of project by individual Cabinet Member portfolio is set out below.

#### 2. Adults and Health

2.1 Three projects submitted highlight reports at the end of March. Two 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 projects, but that it can be dealt with by the project manager or project delivery team. No highlight report was received for 2 projects, resulting in them being rated WHITE:

Scheme	RAG at 31 March	Reason	RAG at 14 June	Updated Position
Adults In-House Day Services Part B Design	<b>AMBER</b>	Potential delay of 6 weeks to address structural dilapidations and mechanical and condition of electrical facilities	<b>AMBER</b>	Delays understood and planned. Completion expected during June 2021
Adults In-House Day Centres Part A Construction Stage	<b>WHITE</b>		<b>GREEN</b>	Works completed May 2021, end of project report expected in June
No.2 Boundary Close	<b>WHITE</b>		<b>WHITE</b>	

#### 3. Children and Young People

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

Scheme	RAG at 31 March	Reason	RAG at 14 June	Updated Position
Children's In-House Phase 1 – Cissbury Lodge	<b>AMBER</b>	Practical Completion remains to be confirmed. Variations to scope and budget to be investigated	<b>AMBER</b>	Practical completion reached - final accounts being prepared – project overspend to be managed within programme budget

Children's In-House Phase 1 – May House	<b>AMBER</b>	Practical Completion remains to be confirmed. Variations to scope and budget to be investigated	<b>GREEN</b>	Practical completion achieved, end of project report expected
Children's In-House Phase 1 – Seaside	<b>AMBER</b>	Practical Completion remains to be confirmed. Variations to scope and budget to be investigated	<b>GREEN</b>	Practical completion achieved, end of project report expected
Children's In-House Phase 2 – High Trees Design	<b>AMBER</b>	Revisions emerging from design stage leading to reprogramming of delivery. Confirmation of construction delivery timetable required.	<b>GREEN</b>	Programme reset. Completion expected April 2023
Children's In-House Phase 2 – Orchard House Design	<b>AMBER</b>	Revisions emerging from design stage leading to reprogramming of delivery. Confirmation of construction delivery timetable required.	<b>AMBER</b>	Options for outbuilding remain to be resolved. Completion expected May 2023
Children's In-House Phase 2 – Teasel Close Design	<b>AMBER</b>	Revisions emerging from design stage leading to reprogramming of delivery. Confirmation of construction delivery timetable required.	<b>GREEN</b>	Programme reset. Completion expected May 2023

#### 4. Economy and Corporate Resources

4.1 Ten projects submitted highlight reports at the end of March. Five of the schemes in delivery were rated green, indicating that the project is reporting to plan. Four were rated amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. One was rated as red, indicating that there are significant issues with the project, requiring corrective action.

Scheme	RAG at 31 March	Reason	RAG at 14 June	Updated Position
Burgess Hill Place and Connectivity Programme	<b>AMBER</b>	Delay to design of Burgess Hill and Wivelsfield Stations and Western Gateway due to resource issues. Construction planned to commence May 2021	<b>AMBER</b>	Key Decision expected August
Crawley Eastern Gateway	<b>AMBER</b>	Delay due to proposed scope change. Impact on cost and time to be assessed ahead of Change Request	<b>GREEN</b>	Key Decision published 18 May
Crawley Manor Royal	<b>AMBER</b>	Traffic Regulation Orders and tendering delayed due to Covid-19	<b>GREEN</b>	Key Decision published 18 May
Demolition of vacant buildings – Chichester High School	<b>RED</b>	Delay due to ecology and archaeology surveys leading to withdrawal of external funding window. Alternative funding source to be considered to address demolition on the basis of safety concerns, enabling options for future use to be developed	<b>GREEN</b>	Funding approved from Capital Improvements Programme
Worthing Growth Programme – Railway Approach	<b>AMBER</b>	Delay due to design-stage changes, design expected to be complete by July 2021	<b>GREEN</b>	Additional LEP funding and design works approved

#### 5. Education and Skills

- 5.1 27 projects submitted highlight reports at the end of March. Fourteen of the schemes in delivery were rated green, indicating that the project is reporting to plan. Six 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. Seven were rated as red, indicating that there are significant issues with the projects, requiring corrective action. One project was completed at Shelley Primary School, relocating a modular unit to cover a bulge-year class. No highlight reports were received for four projects resulting in them being rated WHITE.

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Appendix A

<b>Scheme</b>	<b>RAG at 31 March</b>	<b>Reason</b>	<b>RAG at 14 June</b>	<b>Updated Position</b>
Felpham Community College - Special Support Centre	<b>AMBER</b>	Design process started but delayed approval likely to impact programme	<b>GREEN</b>	Programme reset, on track for August 2023 completion
Forest School Co-Education	<b>WHITE</b>		<b>AMBER</b>	Pre-tender estimate over budget sum. School contribution for additional scope confirmed – focus on delivery of essential works for September 2021
Ifield Community College PFI - Special Support Centre	<b>RED</b>	Cost and delivery programme subject to confirmation from PFI contractor.	<b>AMBER</b>	Agreement on programme in principle, subject to confirmation
Maidenbower Infants - Special Support Centre	<b>AMBER</b>	Children and Family Centre option to be progressed. Confirmation of Children's Services vacation of the site remains required. Delivery programme remains subject to review and September 2023 occupation remains at risk.	<b>GREEN</b>	Programme agreed
Midhurst Rother College	<b>WHITE</b>		<b>GREEN</b>	Feasibility and design budgets approved, project progressing
Nyewood CoE School	<b>AMBER</b>	Works completed, activity ongoing to discharge planning conditions, then Practical Completion will be certified.	<b>AMBER</b>	Small overspend against project budget due to drainage and gaswork issues
Oak Grove College	<b>RED</b>	Construction budget added by Key Decision. Programme remains subject to confirmation, anticipated completion before the September 2021	<b>AMBER</b>	Planning remains subject to confirmation – project proceeding at risk. Completion planned for August 2021, tight programme
Parklands Primary	<b>RED</b>	Further defects discovered following acoustic testing. Scope and impact to be assessed.	<b>RED</b>	Ongoing defect management
QEII Silver Jubilee School	<b>RED</b>	Tender process extended by two weeks after feedback from contractors. Delay expected to be mitigated within construction period.	<b>AMBER</b>	Officer Key Decision pending. Enhanced risk profile for completion by November 2021
S106 Forest All Weather Pitch	<b>AMBER</b>	Stage 1 costs over initial estimate. Firmer cost certainty to be established through stage 2 design	<b>AMBER</b>	Options being discussed with stakeholders
S106 IT and FFE Programme	<b>AMBER</b>	Issues purchasing IT equipment due to Covid-19 leading to delay in completion	<b>GREEN</b>	Programme on track
S106 Lindfield Primary - Design Stage	<b>RED</b>	Permanent option being proposed following concern regarding temporary structure impact on outside space. Increased cost offset by potential future re-provision to meet SEND requirement in the area. Delivery for September 2022 enabled by temporary use of ICT suite during construction	<b>GREEN</b>	Change in scope approved, permanent build on track according to new delivery programme

S106 Slinfold Modulars - Design Stage	<b>RED</b>	Cost estimate included as part of feasibility study exceed available S106 funds - options to be considered	<b>RED</b>	Value engineering to be undertaken during project design stage
S106 St Andrews CE High School Co-Ed Design Stage	<b>RED</b>	Owing to a substantial change in brief/direction this project is now being carried out directly by the Diocese and is no longer a WSCC project. A completion report will be provided when all costs are in	<b>GREEN</b>	Project to be completed by the Diocese with WSCC funding contribution.
Safeguarding programme	<b>AMBER</b>	Projects mainly complete or approaching completion. External contributions remain to be added by Change Request	<b>GREEN</b>	Programme on track
Sompting Village Primary	<b>WHITE</b>		<b>BLUE</b>	Project completed
The Weald School All-Weather Pitch	<b>WHITE</b>		<b>GREEN</b>	End of project report expected

## 6. Environment

6.1 Eight projects submitted highlight reports at the end of March. Four of the schemes in delivery were rated green, indicating that the project is reporting to plan. Three were rated at amber, indicating that there is an issue having an effect on the project but that it could be dealt with by the project manager or project delivery team. One was rated as red, indicating that there are significant issues with the project, requiring corrective action.

Scheme	RAG at 31 March	Reason	RAG at 14 June	Updated Position
Crawley Homes Solar PV Bird Protection	<b>AMBER</b>	Final property to complete May 2021	<b>AMBER</b>	Access to property scheduled for July 2021
Halewick Lane 2 <sup>nd</sup> Life Battery Storage	<b>AMBER</b>	Limited response to tender, bids received current non-compliant with core specification. Additional clarification being pursued, commissioning delayed until Spring 2022	<b>AMBER</b>	Tender bids being evaluated
Schools Solar PV Installation	<b>AMBER</b>	Quality issues with one installer leading to delay, additional cost and reduction of benefits.	<b>AMBER</b>	
Waste – Fairbridge Site Japanese Knotweed	<b>RED</b>	Delay due to legal queries, insurance & guarantees. Elongated programme may only allow for two sprays, rather than the planned three.	<b>AMBER</b>	Contract tendered, risk of further intrusion being managed on-site

## 7. Finance

7.1 Eight projects submitted highlight reports at the end of March. Four of the schemes in delivery were rated green, indicating that the project is reporting to plan. Four 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.

Scheme	RAG at 31 March	Reason	RAG at 14 June	Updated Position
Carbon Reduction	<b>AMBER</b>	Budget identified to fund technical issues with Combined Heat and Power unit at County Hall North	<b>AMBER</b>	Settlement with original main contractor to be agreed
FM Structural Maintenance 2020/21	<b>AMBER</b>	Some projects reprofiled to 2021/22 delivery mainly due to Covid-19. No significant impact on programme and projects expected to be delivered alongside 2021/22 programme	<b>GREEN</b>	2021/22 programme profiled
Minor Asset Improvements Programme	<b>AMBER</b>	Delays due to Covid-19 affecting access.	<b>GREEN</b>	2021/22 programme profiled
OPE/Growth Crawley Buildings Demolition	<b>AMBER</b>	Completion delayed until June due to asbestos found in the library building	<b>AMBER</b>	

## 8. Fire and Rescue and Communities

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

Scheme	RAG at 31 March	Reason	RAG at 14 June	Updated Position
Horsham Fire Station and Training Centre	<b>RED</b>	Cost estimate beyond existing budget at completion of technical design stage. Options to be considered	<b>RED</b>	Detailed design report delivered end of May. Consideration being given to options

## 9. Highways and Infrastructure

9.1 25 projects submitted highlight reports at the end of March. 22 of the projects in delivery were rated green, indicating that the project is 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 31 March	Reason	RAG at 14 June	Updated Position
A29 Realignment Phase 1	<b>AMBER</b>	Delay due to dependency on developer land-purchase and dedication. Options to progress being considered ahead of re-worked delivery timetable	<b>AMBER</b>	
LED Streetlight Conversion	<b>AMBER</b>	Contract renegotiation and Deed of Variation subject to formal approval	<b>AMBER</b>	
Midhurst Depot Closure and Modifications to Steadham	<b>AMBER</b>	Delay due to required Planning agreement for placement of containers at Steadham Depot. Awaiting response from SDNPA	<b>AMBER</b>	Proposal to fund from revenue, end of project report expected



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**Key decision: No  
Unrestricted  
Ref: CAB05 (21/22)**

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## **Report to Cabinet**

**July 2021**

### **Appointments to Outside Bodies**

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

**Electoral division(s): All**

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### **Summary**

Outside bodies are external organisations, including formal or informal partnerships to which the County Council is a party, which have requested that the County Council appoint an Elected Member or a representative to them or to which the Council expects to make appointments.

### **Recommendations**

That Cabinet:

1. Appoints Cllr Sarah Payne to fill the vacancy on the Chichester Harbour Conservancy for the remainder of the Council term (May 2025)
2. Appoints Cllr Gary Markwell to replace Cllr Alison Cooper on the Littlehampton Harbour Board for the remainder of the Council term (May 2025).
3. Appoints Cllr John Charles to replace Cllr Gary Markwell on the Littlehampton Harbour Board Advisory Body for the remainder of the Council term (May 2025).
4. Appoints Cllr Deborah Urquhart to the Shoreham Harbour Joint Leaders Board for the remainder of the Council term (May 2025).
5. Appoints Cllr Nigel Jupp to the Duke of Edinburgh Award for the remainder of the Council term (May 2025).
6. Appoints Mrs Angela Smith as the Vice-Chairman on the Standing Advisory Council on Religious Education.

### **Proposal**

#### **1 Background and context**

- 1.1 The Council maintains a list of outside bodies which have requested that the County Council appoints an elected member or a representative to them. Participation in outside bodies:

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- Contributes to the County Council's strategic functions, priorities or community leadership roles.
- Supports partnership and joint working.
- Enables Members to gain and share knowledge and expertise.

### 1.2 The criteria for appointments to outside bodies as set out in the Constitution are:

- That the interests of the County Council can be assisted by the making of the appointment or renewal of the appointment.
- That the Councillor is able to devote the time needed to meet the expectations of the external body and the Council.
- That, where the external body has a geographical limit to its functions, whether the Councillor's Division falls within or close to that area should be taken into consideration.
- That the Councillor has the knowledge, skills or interest in the work of the organisation that may be required.
- That the Councillor is prepared to provide such information on his or her participation in the work of the outside body as may be required.

### 1.3 All Councillors are eligible to be appointed as representatives of the County Council on outside bodies. Political proportionality does not apply to the arrangements for making appointments to outside bodies. The decision maker can consider whether a person who is not an elected member may be more suited to act as the appointee of the County Council in any particular case Councillors appointed to outside bodies must respond to all reasonable requests for information about the work of the outside body and their participation in it.

## **2 Proposal details**

- 2.1 The Cabinet is responsible for making member appointments to outside bodies both collectively and individually within their portfolio area. The Cabinet made appointments to the majority of Outside Bodies in June 2021 (CAB01(21/22)). A further decision was taken by the Leader in early July. This decision report seeks to deal with any remaining appointments to be taken by the Cabinet collectively, and individual Cabinet Member appointments.
- 2.2 Chichester Harbour Conservancy and Littlehampton Harbour Board are organisations which precept upon the County Council and representation should ideally be by local members or those with an interest or connection with the work of the harbours and their role in their local communities. In the case of the Shoreham Harbour Joint Leaders' Board the appointment should be that of a member of with executive powers relevant to the area of business. The Duke of Edinburgh Award scheme has close connections with the schools across the County.
- 2.3 Each local education authority is required to constitute a standing advisory council on religious education (SACRE). The chairman and vice chairman shall be appointed by the local authority and shall serve for the duration of the SACRE. On 13 July, SACRE proposed Mrs Angela Smith, Church of England to hold the position of Vice-Chairman on the Committee. This report therefore, in addition to councillor appointments to other outside bodies, seeks to formally appoint Mrs Smith as Vice-Chairman on SACRE.

2.4 The Cabinet is asked to confirm the above and additional member appointments to the outside bodies as set out in Appendix 2.

**3 Other options considered (and reasons for not proposing)**

3.1 The Leader may choose not to appoint to outside bodies but should consider whether there are any implications arising for the County Council by not making those appointments.

**4 Consultation, engagement and advice**

4.1 All outside bodies to which the County Council has made appointments during the previous Council term have been contacted for information and terms of reference. A number of responses and representations were made.

4.2 The Cabinet has been consulted on the review of outside bodies to ensure that the County Council continues to appoint to bodies that assist the County Council and are consistent with its priorities.

**5 Finance**

5.1 There are no financial or resource implications.

**6 Risk implications and mitigations**

Risk	Mitigating Action (in place or planned)
Conflicting interests	All councillors appointed to an outside body must declare a personal interest in any business of the county council where it relates to a body to which they are appointed to by the county council.
Ineffectiveness in the role	Appointees should obtain key documents regulating the organisation - constitution or terms of reference - to ensure they are aware of what the body does and receive a briefing on it and their role within it

6.1 There is a risk in not making such appointments as this could hinder the County Council in furthering its interests and priorities, and not develop the wider community role of Members.

**7 Policy alignment and compliance**

7.1 The equality duty is not applicable as this report deals with appointments to outside bodies. There are no social value, crime and disorder or human rights implications.

Tony Kershaw  
**Director of Law and Assurance**

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**Appendices**

Appendix A – Additional nominations to outside bodies

**Background papers**

None

**Appendix A – Appointments by the Cabinet**

\* – denotes new nomination for appointment.

**Appointments by the Cabinet**

<b>Outside Body</b>	<b>No. Required</b>	<b>Proposed Appointments</b>
Chichester Harbour Conservancy	4	Cllr Jeremy Hunt Cllr Pieter Montyn Cllr Mike Magill <b>Cllr Sarah Payne*</b>
Littlehampton Harbour Board	4	Cllr Jacky Pendleton <b>Cllr Gary Markwell*</b> Cllr Trevor Bence Cllr David Britton
Littlehampton Harbour Board Advisory Body	1	<b>Cllr John Charles*</b>

**Appointments by the Cabinet Member for Environment and Climate Change**

<b>Outside Body</b>	<b>No. Required</b>	<b>Proposed Appointments</b>
Shoreham Harbour Joint Leaders Board	1	<b>Cllr Deborah Urquhart*</b>

**Appointments by the Cabinet Member for Learning and Skills**

<b>Outside Body</b>	<b>No. Required</b>	<b>Proposed Appointments</b>
Duke of Edinburgh's Award County Committee	1 or 2	<b>Cllr Nigel Jupp*</b>
Standing Advisory Council on Religious Education	8	Cllr Richard Burrett (Chairman) <b>Mrs Angela Smith*</b> (Vice-Chairman) Cllr Nigel Jupp Cllr Brenda Burgess Cllr Kirsty Lord Cllr Jacky Pendleton Cllr Brian Quinn Cllr Katie Nagel Vacancy

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