

Public Document Pack

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25 November 2021

Cabinet

A meeting of the Cabinet will be held at **2.30 pm** on **Friday, 3 December 2021** at **County Hall, Chichester, PO19 1RQ**.

Note: In response to the 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.

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

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

Agenda

- | | |
|---------|--|
| 2.30 pm | 1. Declarations of Interest |
| | Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting. |
| 2.35 pm | 2. Minutes (Pages 5 - 12) |
| | Cabinet Members are asked to agree the minutes of the meeting held on 16 November 2021 (cream paper). |
| 2.40 pm | 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. |
| 2.45 pm | 4. Performance and Resources Report - Quarter 2 2021/22 (CAB10_21/22) (Pages 13 - 126) |
| | Report by the Director of Finance and Support Services. |
| | Each of the Scrutiny Committee Chairman will be invited to speak for up to three minutes to provide the views of their |

Committee on respective parts of the Quarter 2 Performance and Resources Report.

Each of the main Minority Group Leaders will be invited to speak for up to three minutes on the Quarter 2 Performance and Resources Report.

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

3.25 pm 5. **West Sussex Fire & Rescue Service Annual Statement of Assurance 2020/21 (CAB11_21/22)** (Pages 127 - 172)

Report by the Chief Fire Officer.

The Chairman of the Fire and Rescue Services Scrutiny Committee will be invited to speak for up to three minutes to provide the views of their Committee on the Fire and Rescue Service Statement of Assurance.

Each of the main Minority Group Leaders will be invited to speak for up to three minutes each on the Fire and Rescue Service Statement of Assurance.

Cabinet Members will be asked to approve the Fire and Rescue Service Statement of Assurance and Annual Report 2020/21.

3.55 pm 6. **Review and Appointments to Outside Bodies (CAB12_21/22)** (Pages 173 - 180)

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.

4.05 pm 7. **Emerging Issues**

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

4.15 pm 8. **Date of Next Meeting**

The next meeting of the Cabinet will be held on 1 February 2022.

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

16 November 2021 – At a meeting of the Cabinet held at 10.30 am 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

Also in attendance: Cllr, Baxter, Cllr Britton, Cllr Lord, Cllr Sharp and Cllr Wall

Part I

23. Declarations of Interest

- 23.1 Cllr Bob Lanzer declared a personal interest as a Member of Crawley Borough Council in relation to item 7 (Gatwick Northern Runway – Approval of consultation response).

24. Minutes

- 24.1 Resolved – that the minutes of the meeting held on 19 October be approved as a correct record and that they be signed by the Chairman.

25. Youth Cabinet Address

- 25.1 Cabinet considered a report by the Chair of the Youth Cabinet. The report was introduced by Daisy Watson, Chair of the Youth Cabinet who outlined their key campaigns including youth safety, tackling racial inequality, environment and transforming education.
- 25.2 Cllr Jacquie Russell, Cabinet Member for Children and Young People thanked the Chair and members of the Youth Cabinet for their hard work and dedication and she looked forward to working with the new cohort to support their campaigns.
- 25.3 The Leader, Cabinet Members and minority group members thanked the Youth Cabinet Chair and her colleagues and praised the work they had done to inspire and make positive impacts on young people in West Sussex across a broad range of campaigns.
- 25.4 Resolved – that Cabinet notes the update from the Youth Cabinet and considers other opportunities for the Youth Cabinet to share their work with all members.

26. Residential based in-house services - Marjorie Cobby House, Selsey (CAB07_21/22)

- 26.1 Cabinet considered a report by the Director of Adults and Health. The report was introduced by Cllr Amanda Jupp, Cabinet Member for Adults Services who outlined the reasons for the proposal including the under-utilisation of beds, the condition and suitability of the

building and facilities at Marjorie Cobby House (MCH) and the increased demand for supporting people in their own homes. The Cabinet Member referred to a letter she had received setting out the concerns of the TFG but she felt that the concerns raised had been fully addressed in the approach to the proposed closure. Keith Hinkley, Director of Adults and Health advised of the commitment to find alternative provision through discharge to assess, reablement programmes, short term residential care and, where appropriate, the Home First pathway. To manage current demand on the health and social care system, the decision could enable the potential use of MCH as an interim social care solution through the winter period.

- 26.2 Cllr Garry Wall, Chairman of the Health and Social Care Scrutiny Committee (HASC) provided feedback from a Task and Finish Group (TFG) which convened on 5 November to discuss the proposals. Cllr Wall fed back the TFG's concerns that closure could aggravate pressures in hospitals and expose a lack of expertise in care homes to provide reablement services. The TFG felt the decision should be deferred for 6 months and that further scrutiny take place by the full committee.
- 26.3 Cllr Kirsty Lord, Leader of the Liberal Democrat Group agreed with the TFG's conclusion that the decision should be deferred. Cllr Lord expressed concern about pressure created by the ongoing pandemic and what future need might look like.
- 26.4 Cllr Caroline Baxter, Leader of the Labour Group felt the decision's timing during the current care staff crisis was poor. The decision would put increased pressures on community health services and would impair the success of the reablement programme. Cllr Baxter felt the decision should be deferred and referred back to HASC.
- 26.5 The following points were made by Cabinet Members in discussion:
- Cllr Jacquie Russell, Cabinet Member for Children and Young People noted the strategic intention to keep people in their homes for longer, that the building was not fit for purpose and accommodated very few patients from the immediate community, clearly demonstrating the reduced demand.
 - Cllr Steve Waight, Cabinet Member for Support Services and Economic Development outlined that if the facility remained open from December to March 2022, this would allow the development of medium term community based capacity which could lead to longer term capacity for the future, whereas this would not happen if the decision was deferred for 6 months.
 - Cllr Jeremy Hunt, Cabinet Member for Finance and Property appreciated the closure of any service is an emotive issue, however proposals did have to be prioritised within a limited budget and this decision offered savings without cuts to services. The current model did not provide value for money and a better service could be provided in a more flexible and tailored way.

- Cllr Joy Dennis, Cabinet Member for Highways and Transport highlighted that the decision was about a building and services would still be delivered but in different ways.
- Cllr Nigel Jupp, Cabinet Member for Learning and Skills commented on the unusual location of MCH and the substandard facilities.
- Cllr Duncan Crow, Cabinet Member for Fire and Rescue and Communities felt that deferring the decision would delay progress to put in effective alternative measures.
- The Leader thanked the TFG for its deliberations and efforts. He highlighted the need to reprioritise resources to deliver quality care and services, the current building did not deliver this. The Leader was pleased there was potential for the use of MCH for additional capacity over the winter.

26.6 Cllr Amanda Jupp summarised the adults social care budget was constrained, that better use of resources needed to be made and less than half the capacity at MCH had been used. There is a block contract of beds that could be utilised and the proposals ensured individual assessments and that people were signposted and supported to the right care. The Director of Adults and Health advised new models of support could return to HASC to monitor the impact of these changes.

26.7 Resolved – that Cabinet agree:

1. To the end of the provision of in-house residential services for adults in Marjorie Cobby House, 38 St Peter's Crescent, Selsey, and all the buildings on site including 38a and 38b St Peter's Crescent. This will include closure of the building, declaration that the buildings are surplus to operational requirements as per the plan set out in Appendix C and for the return of the buildings to the Council's Property and Assets service to manage or dispose of.
2. The arrangements for future provision of short-term residential care services in the Chichester and Bognor Regis area as set out in paragraph 2.
3. Delegate the implementation of recommendation (1) to the Executive Director Adults and Health (DASS) in light of the potential short-term use of the building as outlined in paragraph 1.10 of the report.

27. Shaw Healthcare Day Services Review (CAB08_21/22)

27.1 Cabinet considered a report by the Director of Adults and Health. The report was introduced by Cllr Amanda Jupp, Cabinet Member for Adults Services who outlined the proposals which showed the day services as under-utilised with insufficient demand, and those small numbers using the services having been found alternative arrangements, including other day services, increased Direct Payments and increased care and support at home. Keith Hinkley,

Director of Adults and Health advised that, like the MCH closure, this decision delivered savings without cuts to support, moved away from buildings-based care and delivered care which could better reflect individual need.

- 27.2 Cllr Garry Wall, Chairman of the Health and Social Care Scrutiny Committee (HASC) provided feedback from a TFG which convened on 5 November to discuss the proposals. Cllr Wall fed back that the TFG's views were mixed, with concern about the continuing effects of the pandemic and therefore the timeliness of the closures, capacity in the voluntary sector, impact on carers, and how quickly other arrangements could be put in place, but the majority supported the proposals.
- 27.3 Cllr Kirsty Lord, Leader of the Liberal Democrat Group expressed concern about the impact on clients and carers, particularly the respite available to carers and that the alternative provision did not appear to benefit them in the same way as Shaw Day services. She added community provision being available for milder illness could lead to patients needing residential care sooner and that one mitigation provided only 8 places over 5 days at Horsham and Burgess Hill.
- 27.4 Cllr Caroline Baxter, Leader of the Labour Group questioned the medium and long-term impact of the proposals, the loss of opportunities for patients to socialise and to give carers breaks, the risk to service users having declining health and pushing costs for healthcare further along.
- 27.5 The following points were made by Cabinet Members in discussion:
- Cllr Jackie Russell advised the council plan sought to develop new ways of working, and that people deliver services not buildings. The day services had been closed since the pandemic and alternative arrangements made for those people who were using them.
 - Cllr Jeremy Hunt highlighted the current block payment did not provide value for money and the proposal would save £0.75m, which would otherwise have to be found elsewhere. He added carers having respite was fully considered.
 - The Leader advised customer choice was showing that the services were under-utilised and to maintain them with significant under-use would prevent more targeted services and help.
- 27.6 Cllr Amanda Jupp summarised that this had been an important outcome from the pandemic, discovering what other community-based support is available and opportunities to assess individuals on their needs. Cllr Jupp highlighted the work of Carers Support West Sussex which provided a lot of support to carers and that the council works closely with them.
- 27.7 Resolved – that Cabinet agree to:

1. Permanent closure of the Shaw Day Services and undertaking of a contract variation to remove the provision of day services from the Shaw Healthcare contract.
2. Utilisation of existing provision as alternatives for current and future potential customers.

28. Gatwick Northern Runway - Approval of consultation response (CAB09_21/22)

- 28.1 Cabinet considered a report by the Director of Highways, Transport and Planning. The report was introduced by Cllr Deborah Urquhart, Cabinet Member for Environment and Climate Change who outlined the council's response to Gatwick Airport Limited (GAL) on the consultation for the permanent use of the standby runway. Whilst the council would continue to engage with GAL on the process, the Council could not support the proposal due to issues with air and noise pollution, required housing and related infrastructure, the basis of passenger forecast and the impact on the natural environment. Cllr Urquhart added there was a proposed amendment to recommendation b) which would enable delegation to officers to make minor or technical changes to the submission on the basis of further input or information being received.
- 28.2 Cllr David Britton, Chairman of Communities, Highways and Environment Scrutiny Committee provided feedback from a TFG which met on 10 November to consider the matter. He advised the TFG were in broad agreement with the response and, whilst they did recognise the potential significant economic benefits, the lack of sufficient evidence underpinning the consultation proposal was disappointing and relied upon optimistic or even unrealistic assumptions. The TFG was further disappointed that GAL had adopted a 'do minimum' approach to mitigation.
- 28.3 Cllr Kirsty Lord, Leader of the Liberal Democrat Group considered the proposal to be unsustainable and that GAL hadn't shown the development to be necessary. Cllr Lord highlighted the council's Climate Change strategy which indicated support for sustainable business whereas Gatwick brings increased emissions and air quality impacts.
- 28.4 Cllr Caroline Baxter, Leader of the Labour Group agreed with the response not to support the proposal for the reasons of a lack of information from GAL and little justification for proposals or consideration for the environment and climate change.
- 28.5 The following points were made by Cabinet Members in discussion:
 - Cllr Bob Lanzer highlighted that this was not a planning application and noted that without the northern runway, there was a growth projection figure. He added the safeguarded land

should be used for more sustainable purposes which still boost the economy of the county.

- Cllr Duncan Crow highlighted the importance of Gatwick to the county but that there was not enough evidence to allay concerns at the current time. Greater expansion at Gatwick would exacerbate pressures already felt, such as housing, however continuing a constructive dialogue with GAL is important.
- Cllr Jeremy Hunt advised he could not support the project on the basis of the preliminary environmental consultation document.
- Cllr Jackie Russell highlighted issues created by the airport currently such as highly congested roads, increased flight paths and low flying aircraft but that the airport was a major employer for many residents and the dialogue should continue.
- Cllr Joy Dennis agreed that many residents were reliant on the Gatwick diamond, but that the papers did not show a credible need for expansion, nor did they adequately consider the impact on the environment.
- Cllr Steve Waight highlighted the importance to check on plans for the safeguarded land in the future.
- The Leader acknowledged the importance of Gatwick as a contributor to the county's economy but that, for the range of reasons discussed, the Council's position at this time is clear.

28.6 Cllr Urquhart thanked the scrutiny TFG for undertaking a big piece of work and that the response did send a strong signal to GAL and government that the proposals needed work if it is to be supported in the future.

28.7 Resolved – that Cabinet:

- (a) approves the comments in paragraphs 2.36-2.98 of the report and the detailed comments on the PEIR in Appendix C of the report as the County Council's formal response to the consultation on the Northern Runway Project;
- (b) authorises the Director of Highways, Transport and Planning to respond to any further stages of pre-submission consultation and to make minor or technical changes to the pre-submission in consultation with the Cabinet Member for Environment and Climate Change – in support of the formal response approved under (a);
- (c) if an application for a Development Consent Order is submitted, authorises the Director of Highways, Transport, and Planning to:
 - (i) approve the County Council's 'adequacy of consultation' response;

- (ii) prepare and submit the County Council's written representation and Local Impact Report, and to negotiate with the applicant on the DCO requirements, any S106 Agreement, and the preparation of a Statement of Common Ground – all in support of the formal response approved under (a); and
- (iii) attend the examination hearings and answer the Examining Authority's questions in support of the County Council's position; and
- (d) if a Development Consent Order is made, approves the County Council becoming a relevant authority for the discharge of requirements, provided that the Authority's costs are met in full.

29. Date of Next Meeting

28.8 The next meeting of the Cabinet will be held on 3 December 2021.

The meeting ended at 1.07 pm

Chairman

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Key decision: Yes
Unrestricted
Ref: CAB10 21/22

Report to Cabinet

December 2021

Performance and Resources Report – Quarter 2 2021/22

Report by the Chief Executive and Director of Finance and Support Services

Electoral division(s): All

Summary

The Performance and Resources Report (PRR) provides an overview of performance across the County Council for the second quarter of 2021/22. The report in **Annex B** brings together information on performance, finance, workforce and risk management, all of which are reported on an outturn forecast basis and describes how the County Council is delivering the four priorities and overarching theme set out in Our Council Plan.

The PRR is designed to be used by Cabinet and all scrutiny committees as the main source of the County Council's performance information. **Annex A** – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report for the different scrutiny committees.

The latest performance targets measured against Our Council Plan is currently reporting 42% 'Green', 30% 'Amber', 24% 'Red' and 4% with 'No RAG Status' due to no data or no target set.

Key Issues

An Ofsted monitoring visit took place in September focused on how children's social work support practice is improving the lives of children with disabilities alongside how decisions are made, oversight by managers and the capacity of social workers to provide help and support. Ofsted found that support for children with disabilities has improved, the voice of the child is being heard and listened to, social workers know the children they work with well, the senior leadership team is committed in maintaining a clear focus on improving the experience of disabled children and that there is more to do to improve the consistency of help and support offered to disabled children.

The Fire and Rescue Service is currently undergoing a second full inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) focusing on efficiency, effectiveness and people; with a particular look at how well we have responded to the recommendations from the last full inspection.

The local Health and Social Care system remains under a very high level of pressure and work continued throughout the quarter to meet demand.

The forecast outturn position for 2021/22, as at the end of September, is currently projecting a £1.386m overspend, a reduction of £2.389m when compared to June. This position excludes the use of the contingency budget.

Currently, there is £10.1m of un-ringfenced Covid-19 grant unapplied, however the ever-changing circumstances of the pandemic means that it is possible that all of the Covid-19 pandemic funding will be committed during 2021/22.

The pressure on the Dedicated Schools Grant continues to be of concern with projected overspend of £4.4m forecast in 2021/22. The total **DSG deficit is predicted to increase to £21.8m by the end of the financial year.**

Cabinet are asked to agree a £0.225m draw down from the £2.2m pay inflation contingency budget to fund the Fire and Rescue Service 1.5% pay award which has been agreed nationally and took effect from the 1st July 2021.

The final pay award offer for 2021/22 to NJC employees of 1.75% has been rejected by the unions. If it had been accepted, this would have cost the County Council an estimated £3.575m. We had set aside a specific contingency of £2.2m for the pay award, therefore the excess will need to be funded from the general contingency.

Recommendations

That Cabinet: -

1. Notes the information contained in the Q2 Performance and Resources Report in Annex B,
2. Notes the update in the presentation of the report following scrutiny committee feedback from the Q1 report,
3. Agrees the allocation of £0.225m from the pay inflation contingency budget to the Fire and Rescue Service to fund the nationally agreed 1.5% pay award from July 2021.

Proposal

1 Background and context


- 1.1 The attached Performance and Resources Report (PRR) provides an overview of the performance across West Sussex County Council for the second quarter of 2021/22 (July - September). It brings together information on performance, finance, workforce and risk management, all of which are reported on an outturn forecast basis and describes how the County Council is delivering the four priorities and overarching climate change measures set out in Our Council Plan.

1.2 A number of **presentational updates** have been made to the Q2 Performance and Resources following feedback from Scrutiny Committees on the Q1 report. These changes include:

- **Improvements to the Performance KPI Summary Table.**

- A Summary Table has replaced the Summary Graph previously included. The new table shows the measures by portfolio, priority and the KPI RAG status.

- **Improved Overarching Climate Change Priorities Inclusion.**

- The KPI Summary Table now highlights the three Climate Change measures.
- Performance highlights of the Responding to the Challenges Posed by Climate Change priority is included in the summary highlights section.
- The three Climate Change KPIs have a  symbol and are highlighted in 'blue' to indicate they are a Climate Change measure.

- **Capital Section Review.**

- Capital performance within the Portfolio Sections has been moved to the start of each capital section to enable the reader to focus on the performance of projects; this is complimented by the financial aspect of the capital programme and links the areas together. In addition, explanations of the capital finance movements (including additions to the programme) have been included for completeness and governance reasons.

- **Performance KPI Arrows.**

- The arrows on the KPI measures have been updated. A green upward arrow indicates that performance is improving, a downward red arrow indicates performance is worsening, and a horizontal amber arrow indicates no change to performance.

1.3 The County Council is focused on delivering the four priorities as set out in **Our Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources**, all underpinned by **tackling climate change**. In the second quarter, the measures reported:

- 42% (22 measures) as 'Green'
- 30% (16 measures) as 'Amber'
- 24% (13 measures) as 'Red'
- 4% (2 measures) are reported as having no RAG status, due to no target set or no data being available at this time.

Agenda Item 4

- 1.4 During the summer, the council has continued to respond to the Covid-19 pandemic. There is uncertainty on the on-going impact of demand and costs for council services.
- 1.5 The **forecast outturn position for 2021/22 is currently projecting a £1.386m overspend**. This overall position assumes that costs related to the Covid-19 pandemic will be fully funded from grants and partner contributions. This position also excludes the use of the £6.4m general contingency and £2.2m of pay inflation contingency budget which are held separately.
- 1.6 **Key financial risks** arising across services include:
- Uncertainty in demand for services in adults and children,
 - The mix between internal and external placements for children,
 - The rising numbers of children requiring home to school transport,
 - The rising numbers of children requiring high needs education,
 - The non-delivery and delays of savings.
- 1.7 The impact of increasing costs within the **capital programme** continues to be monitored on a project-by project basis. The availability of materials and labour remains a significant risk for our capital programme and our project teams are working closely with contractors to anticipate problems before they arise. Any increase in budgets will need to be met from additional borrowing or through reprioritising existing approved pipeline projects.
- 1.8 In relation to **corporate risks**, there are four risks with a severity above the tolerance threshold:
- Cyber-security,
 - Failure of social care provisions,
 - Children's Services will fail to deliver an acceptable provision to the community.
 - Unregistered care homes – children and young people will not be cared for in settings that best meet their needs.
- 1.9 All of the **Workforce Key Performance Indicators** are rated 'Green' except for one measure relating to employee disclosure rate for equality. The target for this measure is 30%, however the current level is 18%. Work is underway to improve the data collection in this area.
- 1.10 The main indicator for sickness absence is the rolling 12-month average number of calendar days sickness per FTE. The indicator is set at 15 calendar days with the quarter two data reporting sickness of 14.9 calendar days. This is an increase of 1.3 calendar days since quarter one and is due to the impact of the pandemic and the rolling nature of the sickness KPI over a 12-month period.

2 Proposal details

- 2.1 In July, unions associated with fire and rescue services agreed a 1.5% pay award for staff. The award took effect from the 1st July 2021 and will increase the cost of salaries in this service by £0.225m this financial year. It is proposed that the required £0.225m funding is drawn from the pay inflation contingency budget and allocated to the Fire and Rescue Service. This allocation will reduce the balance within the pay inflation contingency budget to £1.975m (equivalent of 0.96% for the remaining staff groups).

3 Other options considered (and reasons for not proposing)

- 3.1 The additional costs associated with the nationally agreed Fire and Rescue Service pay award could be charged directly to the Community Support, Fire and Rescue Portfolio without additional funding allocated; however, as part of the 2021/22 budget, a pay inflation contingency was created to fund potential in-year pay inflation increases, therefore it is appropriate to allocate the funding to this service.

4 Consultation, engagement and advice

- 4.1 The Executive Leadership Team and Cabinet Members have considered the Performance and Resources Report and the updates to the Key Performance Indicators.
- 4.2 All scrutiny committees review their specific sections of the Performance and Resources Report quarterly, with the Performance and Finance Scrutiny Committee having an overview of the whole document. Committees can make recommendations to the relevant Cabinet Member and/or refer issues to other scrutiny committees as appropriate.

5 Finance

- 5.1 The financial impact is set out in the Performance and Resources Report.

6 Risk implications and mitigations

- 6.1 The corporate risk register is included within the Performance and Resources Report, reflecting the key risks facing the council and the planned action to mitigate the risks where possible.

7 Policy alignment and compliance

- 7.1 Reporting on the council's performance and activities through the Performance and Resources Report to Cabinet is part of the governance of the council, ensuring transparency in its reporting arrangements and enabling scrutiny by members and the public.

Becky Shaw
Chief Executive

Katharine Eberhart
Director of Finance and Support Service

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Appendices

Annex A – How to Read the Performance and Resources Report

Annex B – Performance and Resources Report – Q2 2021/22

Background papers


None

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:




- a. **Summary Report** – This is an overall summary of the County Council's performance for the latest quarter, including:
 - Performance highlights of the County Council's priorities,
 - Overview of the revenue and capital financial outlook across the organisation,
 - Key corporate risks with a severity graded above the set tolerance level,
 - The latest workforce overview.
- b. **Sections by Portfolio (Sections 1-10)** – There is a separate section for each Portfolio:
 - Section 1 – Adults Services
 - Section 2 – Children's and Young People
 - Section 3 – Learning and Skills
 - Section 4 – Community Support, Fire and Rescue
 - Section 5 – Environment and Climate Change
 - Section 6 – Finance and Property
 - Section 7 – Highways and Transport
 - Section 8 – Leader
 - Section 9 – Public Health and Wellbeing
 - Section 10 – Support Services and Economic Development

Each Portfolio covers the following aspects in detail which enables the Section to be viewed as a 'standalone' report:

- Updates of the performance KPIs agreed in Our Council Plan and the action taking place, including Climate Change  performance measures.

The KPI measures compare the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

The arrows on the KPI measures represent the direction of travel compared to the previous quarter:

- A green upward arrow  shows that performance is improving,
 - A red downward arrow  shows performance is worsening, and,
 - An amber horizontal arrow  shows no change to performance.
- Overview of the revenue financial position, risks and issues and savings update.
 - Overview of the capital financial position and latest capital performance.

- Details of the corporate risks which have a direct impact on the specific Portfolio.

c. Supporting Appendices – Other documents within the report include:

- Appendix 1 – Revenue Budget Monitor and Reserves
- Appendix 2 – Covid-19 Summary
- Appendix 3 – Service Transformation
- Appendix 4 – Capital Monitor
- Appendix 5 – Corporate Risk Register
- Appendix 6 – Workforce

Scrutiny Committee Documents

The relevant appendices will be made available to Scrutiny Committees prior to being considered by Public Cabinet. The complete reporting pack, including the Cabinet cover report, will be considered by the Performance and Finance Scrutiny Committee.

A detailed matrix of the Performance and Resources Report's sections and appendices by Scrutiny Committee responsibility is shown below. The areas in dark green indicate the Scrutiny Committees areas of responsibility and the areas in light green denote areas of the report which should be included in the Committee papers for context and consideration where appropriate.

PRR Matrix – Documents for Scrutiny Committees

Scrutiny Committee Elements of Performance and Resources Report

		CYPSSC	HASC	CHESC	FRSSC	PFSC
Summary Report						✓
Section 1	Adults Services Portfolio		✓			✓
Section 2	Children and Young People Portfolio	✓				✓
Section 3	Learning and Skills Portfolio	✓				✓
Section 4	Community Support, Fire and Rescue Portfolio			✓	✓	✓
Section 5	Environment and Climate Change Portfolio			✓		✓
Section 6	Finance and Property Portfolio					✓
Section 7	Highways and Transport Portfolio			✓		✓
Section 8	Leader Portfolio					✓
Section 9	Public Health and Wellbeing Portfolio		✓			✓
Section 10	Support Services and Economic Development Portfolio					✓
Appendix 1	Revenue Budget Monitor and Reserves					✓
Appendix 2	Covid-19 Summary					✓
Appendix 3	Service Transformation					✓
Appendix 4	Capital Monitor					✓
Appendix 5	Corporate Risk Register	✓	✓	✓	✓	✓
Appendix 6	Workforce					✓

KEY:

Specific Committee Responsibility
To Be Included In Committee Papers

Performance and Resources Report – September 2021 (Quarter 2)

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

Introduction

1. This report provides an overview of the performance across West Sussex County Council for the second quarter of 2021/2022 (July - September). It brings together information on performance, finance, workforce and risk management, all of which are reported on an outturn forecast basis and describes how the County Council is delivering the four priorities set out in Our Council Plan.

Overview

2. The County Council is focused on delivering the four priorities as set out in Our Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change.
3. During the quarter, we saw the removal of Covid-19 restrictions in day-to-day settings, however the County Council's services have continued to be dominated by the pandemic response and recovery efforts, both in terms of the County Council's service provision, but also as a convenor and enabler of local partners, to ensure the best use of resources and improved outcomes for residents and communities.
4. Over the Summer, the Government have been focusing on the country's economic recovery through its "levelling up agenda" and climate change pledges ahead of COP26. On the 27th October, the Chancellor of the Exchequer presented the Autumn Budget and Spending Review which will cover the next three years (2022/23 – 2024/25). Improvements in the UK economy have enabled the Chancellor to announce significant increases in spending and it is expected that Local Government will benefit, however specific details are yet to be released.

Our Council Plan Priorities: Highlights

Keeping People Safe from Vulnerable Situations

5. An Ofsted visit took place on the 7th and 8th September to focus on how social work practice is improving the lives of children with disabilities alongside how decisions are made, oversight by managers and the capacity of social workers to provide help and support. Ofsted has since reported that:
 - The support that children with disabilities receive has improved since the Ofsted focused visit in October 2020.

- The commitment of the senior leadership team in maintaining a clear focus on improving the experiences of disabled children.
 - Social workers know the children they work with well.
 - The voice of the child is being heard and listened to.
 - There is more work to do to improve the consistency of help and support offered to disabled children.
6. The Resettlement Team played a vital role at short notice providing support to Afghan nationals and UK citizens arriving in the UK without any personal belongings during the evacuation from Kabul Airport, Afghanistan. Alongside work to procure supplies, packaging parcels and distributing to families during their quarantine period, the team worked with partners to ensure that urgent health and wellbeing needs, especially for babies and pregnant women, were addressed. The team have been working hard and at pace to secure properties in West Sussex for relocation of Afghan families under the Afghan Relocation and Assistance Policy Scheme. It has been successful in securing a number of properties, meeting Home Office expectations, that will be ready for accommodating families later in the year.
7. Over the quarter, the County Council has facilitated the timely discharge of 2,424 patients from hospital. This evidences the success of innovative joint hospital discharge pathways between the County Council and health partners, which includes Discharge to Assess (D2A) and a Combined Placement and Sourcing Team. The County Council will continue to support health partners with the flow of patients through hospital settings, which is especially important as we approach the winter months.
8. The Fire and Rescue Service is currently undergoing a second full inspection from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The inspection will focus on the three pillars of efficiency, effectiveness and people with a particular look at how well we have responded to the recommendations from the last full inspection.

A Sustainable and Prosperous Economy

9. Within the Gigabit Programme, our successful 'top up' to the national rural voucher scheme has seen us remain consistently within the top five performing local authorities, and this quarter we have issued more than 500 vouchers bringing our total 'top up' value invested to just over £3m. More than 2,000 premises have claimed a 'top up' and as a result, more than 4,000 premises can become gigabit capable much sooner than if left to the commercial market. To date we have leveraged an additional investment of £3m into the county by The Department for Digital, Culture, Media and Sport (DCMS).

Helping People and Communities Fulfil Their Potential

10. Trading Standards have been helping food businesses to prepare for 'Natasha's Law' which came into effect on 1st October. The rules require businesses to provide full ingredient lists and allergen labelling on foods that are prepared and packed for sale on the same premises.
11. School children aged 4 to 16 who are eligible for free school meals were able to enjoy activities and have nutritious meals through the summer holidays through the

Holiday Activities and Food (HAF) Programme. The Council worked with over 30 providers to deliver a wide range of fun and enriching events as well as providing healthy meals for the children. 1,990 individual children participated over the summer with places fully funded by the Department for Education.

Making the Best Use of Resources

12. We are on target to reduce the square meterage of the County Council estate from 179,000m² to the year-end target of 170,000m². In September, the total operational property in use was 172,808m².
13. The County Council has secured new accommodation for staff following the closure of Centenary House -Worthing. The new property, Durrington Bridge House, has been leased to provide services and accommodation that meets the needs of the Council now and in the future.

Responding to the Challenges Posed by Climate Change

14. The County Council has awarded a contract, in partnership with District and Boroughs, to EV infrastructure specialists Connected Kerb to fund, install, market and operate EV charge points across the county. Contract mobilisation is underway with installations expected to start in Spring 2022.
15. In the second quarter of 2021/22, the County Council reduced its carbon emissions by 26% compared to 2019/20 levels. For the 2021/22 year to date, total emissions compared to 2019/20 have reduced by 16%.
16. The 2021 round of the Solar Together Scheme has been launched with over 7,200 expressions of interest received so far. More than 400 installations have been completed to date from the 2020 round. The 2021 installations will be delivered by local renewable energy businesses.
17. Phase two of the 1-2-3 kerbside collection trial in partnership with Arun District Council has been launched in parts of Littlehampton town centre; aimed at testing the system with a higher proportion of flatted and multi-occupied residences.



Performance Summary – Our Council Plan

18. This section reports the latest performance position against Our Council Plan measures. **Table 1** displays the performance by priority. Details of each measure are reported in each Portfolio Section.

Table 1 – Performance by Portfolio/Priority

Portfolio/Priority	RAG Status	Making the Best Use of Resources	Helping People and Communities to Fulfil Their Potential	A Sustainable and Prosperous Economy	Keeping People Safe from Vulnerable Situations
Adults Services	R	N/A	2	N/A	2
	A	N/A	2	N/A	1
	G	N/A	2	N/A	1
Children & Young People	R	N/A	N/A	N/A	4
	A	N/A	N/A	N/A	1
	G	N/A	N/A	N/A	N/A
Learning & Skills	R	N/A	N/A	N/A	N/A
	A	N/A	5	N/A	N/A
	G	N/A	1	1	N/A
Community Support, Fire & Rescue	R	N/A	N/A	N/A	3
	A	N/A	2	N/A	N/A
	G	N/A	2	N/A	N/A
Environment & Climate Change	R	N/A	N/A	N/A	N/A
	A	N/A	N/A	1	N/A
	G	N/A	N/A	1	N/A
Finance & Property	R	N/A	N/A	N/A	N/A
	A	1	N/A	N/A	N/A
	G	1	N/A	1	N/A
	No RAG	1	N/A	N/A	N/A
Highways & Transport	R	N/A	1	1	N/A
	A	N/A	N/A	1	N/A
	G	N/A	N/A	1	N/A
Public Health & Wellbeing	R	N/A	N/A	N/A	N/A
	A	N/A	N/A	N/A	2
	G	N/A	2	N/A	1
	No RAG	N/A	1	N/A	N/A
Leader	R	N/A	N/A	N/A	N/A
	A	N/A	N/A	N/A	N/A
	G	N/A	N/A	3	N/A
Support Services & Economic Development	R	N/A	N/A	N/A	N/A
	A	N/A	N/A	N/A	N/A
	G	5	N/A	N/A	N/A

KEY:

-  The values within the table refer to the **number of KPI measures**.
-  Blue highlighted cells indicate this KPI is also a **Climate Change** measure.

Finance Summary

National Overview

19. The United Kingdom's economy continues to be severely influenced by the Covid-19 pandemic and the volatility of the supply of commodities. In recent weeks, wholesale energy prices have exponentially increased which has severely impacted industry.
20. During the last quarter, the monthly rate of inflation has varied, although an overall upward trajectory is clear. It is likely that the lifting of the Covid-19 pandemic restrictions, coupled with the global demand increase for oil and gas, has contributed significantly to the current position. The latest figures from the Office for National Statistics (ONS) on the Consumer Price Index (CPI) and Retail Price Index (RPI) is shown in **Table 2** below:

Table 2 – Inflation Table CPI and RPI

Inflation %	April 2021	May 2021	June 2021	July 2021	August 2021	Sept 2021
Consumer Price Index (CPI)	1.5%	2.1%	2.5%	2.0%	3.2%	3.1%
Retail Price Index (RPI)	2.9%	3.3%	3.9%	3.8%	4.8%	4.9%

21. The Office for Budget Responsibility (OBR) has announced that the UK's inflation is likely to rise to an average of 4% over the next year, with the Bank of England warning that the rate may hit or surpass 5% by early 2022, which may lead to an increase in the Bank of England's base interest rate.
22. The building industry has seen high inflation rises in recent months with material and labour shortages reported as major factors. Southern Construction Framework (SCF), a leading organisation in public construction, reports that when compared to the previous quarter, building costs in the South have increased by an average of 13% across all trades and building costs are currently 16% greater when compared to this time last year.
23. In September, the Government provided information on Building Back Better: Our Plan for Health and Social Care. This directive will have far reaching implications for Adult's Social Care as well as for local government funding and financial planning. The potential implications on the provision of Adults Social Care services are not clear and further information is expected to be published in a White Paper.
24. On the 27th October, the Chancellor of the Exchequer announced the Autumn Statement and Spending Review which covers the next three years (2022/23 – 2024/25). Improvements in the UK economy have enabled the Chancellor to announce significant increases in spending and it is expected that local government will benefit, with a £4.8bn of new funding over the next three years (£1.6bn each year). The Local Government Financial Settlement, due to take place in December, is expected to clarify the detail of this grant.
25. The government also announced that to ensure all local authorities have access to the resources they need to deliver core services such as children's social care, road maintenance and waste management, the referendum threshold for increases in council tax is expected to remain at 2% per year. In addition, local authorities with social care responsibilities are expected to be able to increase the adult social care precept by up to 1% per year. The Department for Levelling Up, Housing and Communities (DLUHC) will set out full details of the council tax referendum principles and proposed approach to allocating grant funding through the Local Government Finance Settlement.
26. There were no announcements regarding local government reforms – i.e., the Fairer Funding Review or business rate changes, therefore we assume that these areas will continue to be delayed to at least 2023/24; however, the Chancellor did announce changes to business rates in the short-term, with reliefs, discounts and cuts to the multiple calculation for businesses. We await further details on these announcements.

County Council Financial Overview

27. During the second quarter of the year, the County Council has continued to respond to the pandemic and its impact on the services delivered to residents. Uncertainty with regards to the on-going impact on demand and the cost of council services remains. Critically, the cost of care services remain higher than budgeted and the projected costs of delivering the capital programme are increasing. These uncertainties, coupled with the changeable short-term economic outlook, make forecasting the end of year outturn position difficult. Ongoing economic implications on services will be factored into the council's medium-term financial strategy.
28. The forecast outturn position for 2021/22 as at the end of September is currently projecting a **£1.386m overspend**, a reduction of £2.389m when compared to June. This overall position assumes that costs related to the Covid-19 pandemic will be fully funded from grants and partner contributions received. Also, this position excludes the use of the £6.4m general contingency and £2.2m of pay inflation contingency (1% pay provision), which is held separately.
29. In July, unions associated with fire and rescue services agreed a 1.5% pay award for staff. The award took effect from the 1st July 2021 and will increase the cost of salaries by £0.225m this financial year. It is proposed that the required £0.225m funding is drawn from the pay inflation contingency budget and allocated to the Fire and Rescue service. This allocation will reduce the balance within the pay contingency budget to £1.975m (equivalent of 0.96% for the remaining staff groups).
30. A final pay offer of 1.75% was put forward by employers to the National Joint Council (NJC) unions with regard to a 2021/22 pay award. Unions have rejected this offer and are balloting members on potential strike action. If this 1.75% offer had been accepted, it is estimated an additional £1.6m would have been required from the £6.4m general contingency budget in addition to the £1.975m available within the pay contingency budget.
31. **Table 3** shows the impact to the contingency budgets of drawing £0.225m for the Fire and Rescue Service pay award and demonstrates the effect of a 1.75% pay award for the remaining staffing groups. The balance in the general contingency budget would be around £4.8m.

Table 3 – Contingency Budget – Impact of Potential Pay Inflation

Contingency Budgets In 2021/22	Total 2021/22 Budget	Proposed Drawdown for 1.5% Fire & Rescue Pay Award	Estimated 1.75% Pay Award for Remaining Staff Groups	Estimated Contingency Remaining
Pay Contingency	£2.200m	(£0.225m)	(£1.975m)	£-
General Contingency	£6.400m	£-	(£1.600m)	£4.800m
Total	£8.600m	(£0.225m)	(£3.575m)	£4.800m

Projected Outturn Summary

32. **Table 4** details the projected revenue outturn position by Portfolio.

Table 4 – Projected Outturn and Variation by Portfolio

PORTFOLIO	CURRENT BUDGET (£'000)	PROJECTED OUTTURN VARIATION (£'000)		VARIATION %	MOVEMENT (£'000)
Adults Services	209,113		0	0.0%	0
Children & Young People	131,794		500	0.4%	500
Learning & Skills	23,176		1,901	8.2%	1,901
Community Support, Fire & Rescue	41,213		462	1.1%	462
Environment & Climate Change	60,926	-1,800		-3.0%	(1,800)
Finance & Property	24,067		100	0.4%	100
Highways & Transport	36,517	-190		-0.5%	(190)
Leader	2,618		0	0.0%	0
Public Health & Wellbeing	0		0	0.0%	0
Support Services & Economic Development	40,346		413	1.0%	413
Non Portfolio	48,723		0	0.0%	0
Total	618,493		1,386	0.2%	1,386
-3,000 -2,000 -1,000 0 1,000 2,000 3,000 (£'000)					

33. The individual portfolio sections within the report explain the key movements. The main risks from across the portfolios include:

- Uncertainty in demand for services in adults and children,
- Increases in the cost of older people care packages,
- The mix between internal and external placements for children,
- The rising numbers of children requiring home to school transport,
- The rising numbers of children requiring high needs education,
- The non-delivery and delays of savings.

34. The pressure on the Dedicated Schools Grant (DSG) continues to be of concern, with a projected overspending of £4.4m currently forecast in 2021/22. It should be noted that this overspending projection is after allowing for a £7.0m transfer from the DSG Reserve which was agreed by Schools Forum. The total DSG deficit is therefore predicted to increase from £10.4m to £21.8m in 2021/22. Further details are reported in **Section 3** – Learning and Skills Portfolio.

Savings Update

35. The **2021/22 savings target** across all portfolios is £18.5m. Of this amount, £9.0m (48%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism,

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£1.8m (10%) is judged as amber where further work is required to ensure the saving can be achieved and £7.7m (42%) is judged as red with no expectation of delivery in this year. Red savings are reflected in the forecast outturn position.

Table 5 summarises the savings position. Details of each saving and its delivery is included in the separate portfolio sections.

Table 5 – Savings by Portfolio

Total Savings 2021/22	Red	Amber	Green	Blue	Total (£000)
	Significant Risk (£000)	At Risk (£000)	On Track (£000)	Delivered (£000)	
Adults Services	6,978	790	100	108	7,976
Children and Young People	200	-	2,481	1,225	3,906
Learning & Skills	150	200	300	131	781
Community Support, Fire & Rescue	-	-	220	218	438
Environment & Climate Change	-	100	120	320	540
Finance & Property	-	-	236	7	243
Highways & Transport	-	76	1,200	21	1,297
Leader	-	-	100	1	101
Public Health & Wellbeing	-	-	-	-	-
Support Services & Economic Development	432	600	2,013	186	3,231
Non-Portfolio	-	-	-	-	-
Total	7,760	1,766	6,770	2,217	18,513

Savings Key:

R Significant Risk **A** At Risk **G** On Track **B** Delivered

36. In addition, there remains £3.1m of savings from 2020/21 that have not been delivered permanently at this time. The majority of these savings plans were adversely affected by the pandemic. Of the £3.1m currently outstanding, £1.4m (45%) are judged as 'green' and on track, £0.3m (10%) are judged as 'amber' where further work is required to ensure the saving can be achieved and £1.4m (45%) are judged as 'red' with no expectation of delivery. The red savings are reflected in the forecast outturn position.

Covid-19 Grants and Income Summary

37. The cost of the Covid-19 pandemic to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2021. It is expected that all the costs of the pandemic incurred in 2021/22 will be funded from government grants or from other income received from partners. A detailed list of the Covid-19 grants received and estimate of further grants are listed in **Appendix 2**.
38. Currently, of the £65.1m grant and contributions available in 2021/22, there is £10.1m which is currently unallocated, however, the ever-changing circumstances of the pandemic means that it is possible that all of the Covid-19 pandemic funding will be committed during 2021/22.

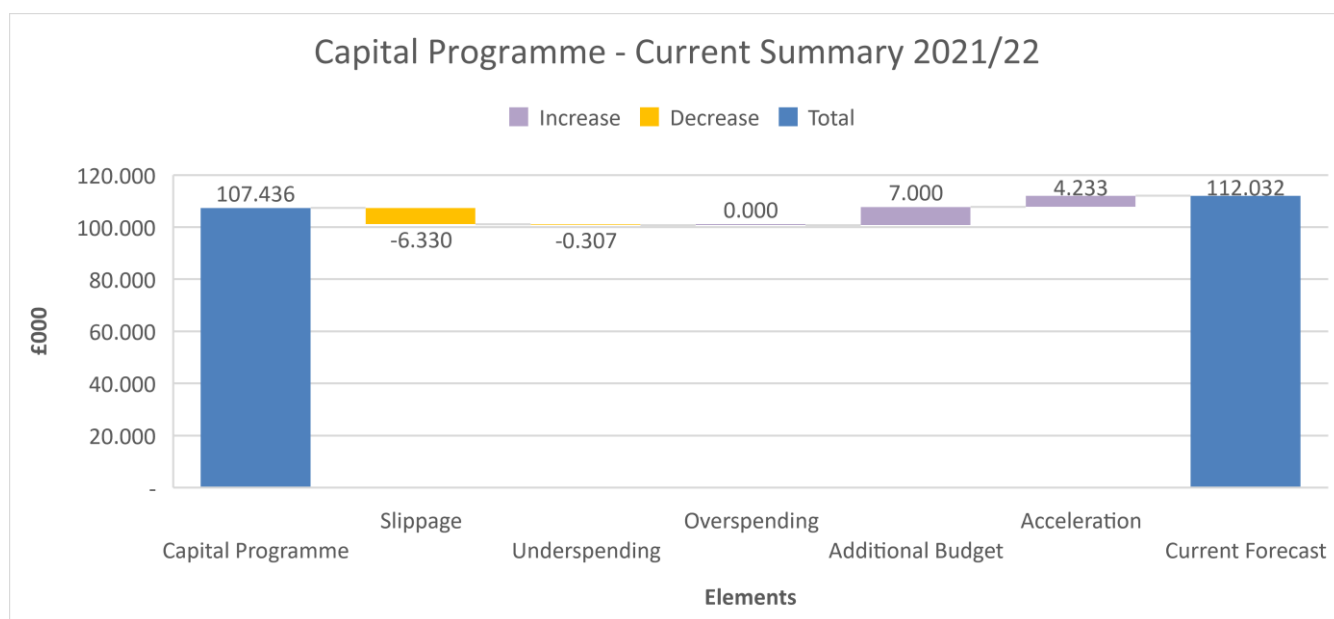
Capital Programme Summary

39. The impact of increasing costs within the capital programme continues to be monitored on a project-by-project basis. The availability of materials and labour remains a key risk for our capital programme, however our project teams are

working closely with contractors to anticipate problems before they arise. Any increase in budgets will need to be met from additional borrowing or through reprioritising existing approved pipeline projects.

40. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £101.6m for 2021/22. £5.8m of this expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £107.4m. Since this time, profiled spend has increased overall by £4.6m, to give a current full year projected spend for 2021/22 of £112.0m. **Graph 1** demonstrates movements from the revised capital programme to the current forecast.

Graph 1 – Capital Programme



41. The Capital Programme Budget Monitor, as at the end of September 2021, is included in **Appendix 4**.

Corporate Risks

42. The council's risks are reviewed regularly to ensure risks are understood and appropriate mitigation takes place. Risks are scored considering the likelihood and impact.
43. There are four corporate risks with severity above the tolerance threshold:
- CR39a – Cyber-security.
 - CR58 – Failure of social care provisions.
 - CR69 – Children's Services will fail to deliver an acceptable provision to the community.
 - CR72 – Unregistered care homes – children and young people will not be cared for in settings that best meet their needs. (*New Risk Q2*)
44. The latest Corporate Risk Register can be found in **Appendix 5**.

Workforce

45. All of the Workforce Key Performance Indicators detailed in **Appendix 6** are rated 'Green' except for one measure relating to employee disclosure rate for equality. The target for this measure is 30%, however the current level is 18%. Work is underway to improve the data collection in this area.

Sections and Appendices

- Section 1: Adults Services Portfolio
 - Section 2: Children and Young People Portfolio
 - Section 3: Learning and Skills Portfolio
 - Section 4: Community Support, Fire and Rescue Portfolio
 - Section 5: Environment and Climate Change Portfolio
 - Section 6: Finance and Property Portfolio
 - Section 7: Highways and Transport Portfolio
 - Section 8: Leader (including Economy) Portfolio
 - Section 9: Public Health and Wellbeing Portfolio
 - Section 10: Support Services and Economic Development Portfolio
-
- Appendix 1: Revenue Budget Monitor and Reserves
 - Appendix 2: Covid-19 Summary
 - Appendix 3: Service Transformation
 - Appendix 4: Capital Monitor
 - Appendix 5: Corporate Risk Register
 - Appendix 6: Workforce

Adults Services Portfolio – Summary

Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
 - In line with our corporate priority to maximise independence in a personalised and meaningful way through early intervention and prevention approaches, enabling more people to live independently for longer and thereby reducing need for long term services, the target to reduce admissions to residential and nursing homes for working age adults and older people is on track. The current trajectory indicates a reduction from 2020/21 admissions and puts West Sussex in line with regional local authority peers.
 - Over the quarter, the County Council has facilitated the timely discharge of 2,424 patients from hospital. This evidences the success of innovative joint hospital discharge pathways between the County Council and health partners, which includes Discharge to Assess (D2A) and a Combined Placement and Sourcing Team. The County Council will continue to support health partners with the flow of patients through hospital settings, which is especially important as we approach the winter months.

Our Council Performance Measures

Adults Services		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
11	Percentage of contacts to adult social care that progress to a social care assessment Reporting Frequency: Quarterly	20-30%	Mar-21	Jun-21	Sep-21		Whilst there has been a slight improvement in performance this quarter, demand and complexity of customer needs has remained high, which is continuing to impact our ability to resolve people's needs through universal, low level or preventative services at the front door.	Ongoing monitoring of Covid-19 impact on demand and complexity of need.	A
			44.4%	41.6%	40.9%	↑			
12	Percentage of adult social care assessments that result in a support plan Reporting Frequency: Quarterly	65-75%	Mar-21	Jun-21	Sep-21		The last quarter data will be subject to change as the outcome of the assessment and the need for a support plan or not will not yet have been determined. However performance for quarter 1, which has now been updated (48.7%), confirms that whilst demand for formal social care assessment has been high, this has not always led to the need for the provision of a Council funded service and development of a support plan. Peoples needs are being met through alternative service provision including preventative services such as reablement.	Ongoing monitoring of Covid-19 impact on demand and complexity of need.	A
			54.2%	48.7%	30.7%	↓			
13	Percentage of safeguarding concerns that become a Section 42 enquiry Reporting Frequency: Quarterly	56.3%	Mar-21	Jun-21	Sep-21		The WSCC conversion rate (58.20%) continues to be above the 2019-20 national average (37%).	Further assurance of the referral threshold decision making being undertaken through audit. The outcomes and any recommendations will be presented to the internal officer Safeguarding Adult Steering Group meeting in December 2021.	A
			63.5%	63.3%	58.2%	↑			
14	Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	Mar-21	Jun-21	Sep-21		Further small increase which indicates that the volume of incomplete DoLS Assessments has continued to rise. However, it is still well below the target which is to keep the backlog to under 4.4 months.	Not applicable.	A
			4.4 Months	2.2 Months	2.9 Months	↓			

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36	Percentage of adults that did not receive long term support after a period of reablement support Reporting Frequency: Quarterly	85.5%	Mar-21 85.5%	Jun-21 85.4%	Sep-21 81.3%	Increasing complexity in the service has led to a slight dip in performance in the last quarter of customers going fully self-caring, however good reductions in their ongoing needs for support have been delivered. A high level of demand continues to support hospital discharge and a greater proportion of the service capacity continues to be deployed to support this pathway.	Ongoing contract management and oversight.	G
37	Percentage of adults that purchase their service using a direct payment Reporting Frequency: Quarterly	27.4%	Mar-21 27.4%	Jun-21 27.1%	Sep-21 27.9%	Performance is marginally above target, so intervention not required at this stage. Will continue to be monitored.	Ongoing monitoring.	A
38	Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months Reporting Frequency: Quarterly	73.2%	Mar-21 69.9%	Jun-21 69.4%	Sep-21 67.1%	Performance has been impacted due to increased demand for assessments and hospital discharge, which have diverted resource. Targets have been put in place for individual teams, including mental health and lifelong services which have been significantly impacted by Covid-19.	This measure is being monitored closely by the Adults Directorate Leadership Team and via the Performance, Quality and Practice Board, both chaired by the Executive Director for Adults and Health. A review of the process is also part of the Adults and Health Directorate Business Plan 2021/22, with a dedicated officer in place to progress the work in lifelong services.	A
39	The percentage of adults with a learning disability in paid employment Reporting Frequency: Quarterly	3.6%	Mar-21 2.1%	Jun-21 0.4%	Sep-21 0.4%	2020-2022 is an unusual period because of the impact of Covid-19 on new referrals to supported employment due to restrictions, impact on people's health and well-being that has reduced people's confidence to try new things; potential under reporting of people in paid employment due to changes in Mosaic; and importantly a shortfall in annual reviews in lifelong services social work team - as only those with an annual review can be counted in the performance figure.	Work is progressing to identify employment opportunities within the County Council for working age adults with a learning disability and there has been an increase in referrals to the service and contact made with new employers to increase job opportunities. Additional resources have been deployed to complete annual reviews in the lifelong services social work team which is expected to improve reported performance in quarters 3 and 4 and deliver the agreed target.	G
40	The percentage of adults in contact with secondary mental health services living independently with or without support Reporting Frequency: Quarterly, Reported a quarter in arrears.	71.0%	Dec-20 73.0%	Mar-21 71.0%	Jun-21 52.0%	Q2 results due in December 2021 This is an NHS led measure and is dependant upon the number of customers open to the SPFT mental health Trust. Current performance has dropped, this is likely to be due increased complexity within mental health services and the pressure to discharge people quickly from acute mental health hospitals.	Work is on-going with social work staff who have returned to WSCC direct management, to ensure they are using a strength-based approach and hospital discharge pathways are being jointly developed with WSCC and SPFT.	G
44	Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service Reporting Frequency: Quarterly	80.0%	New Measure - No Data	Jun-21 91.0%	Sep-21 89.1%	Post lockdown, WORTH services has seen a consistently high number of referrals and increased demand for the service. WORTH service has been, and continues to be, operational throughout the pandemic, meeting 100% of requests for service when the remit has been met and providing signposting and one off advice where the remit has not. Whilst the longer term effects of lockdown remain to be seen on those that have experienced domestic abuse throughout this time, the immediate impact has been seen in clients requiring far higher levels of emotional support, and cases being more complex and challenging for practitioners. Throughout this quarter, service users received on average 29 contacts and the average length of support provided was 3 months.	To capture a full picture of service users experiences, it has been agreed that the following steps will be taken to maximise data capture: •Early Help service manager with operational lead responsibility for the IDVA service to speak to senior staff, reiterating the importance of full completion for dissemination to staff team/s •Community Safety DSVa lead to join IDVA service team meeting to discuss key performance indicator reporting and why a 'full picture' is required •Senior IDVA service staff have been upskilled in accessing the data capture forms to monitor recording compliance	G

[Website link to Our Council Performance Measures here.](#)

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (<i>Covid-19 position is reported in Appendix 2</i>)	£12.587m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£12.587m)	
Pressure within the Older People budget – delays in delivering 2021/22 savings (£5.251m) and additional costs (£1.222m) due to rising cost of care packages and the need to buy additional beds in the market because of the under-utilisation of the Shaw contract.	£6.473m	Further funding from Covid-19 grants, the Improved Better Care Fund (iBCF) and Adults and Health Reserve.	(£10.300m)	
Pressures within Learning Disability budget – delays to delivery of savings 2020/21 & 2021/22	£2.827m			
Pressures within Learning Disability budget – expenditure risk relating to disputed residence cases	£1.000m			
Adults Services Portfolio - Total	£22.887m		(£22.887m)	£0.000m

Significant Financial Issues and Risks Arising

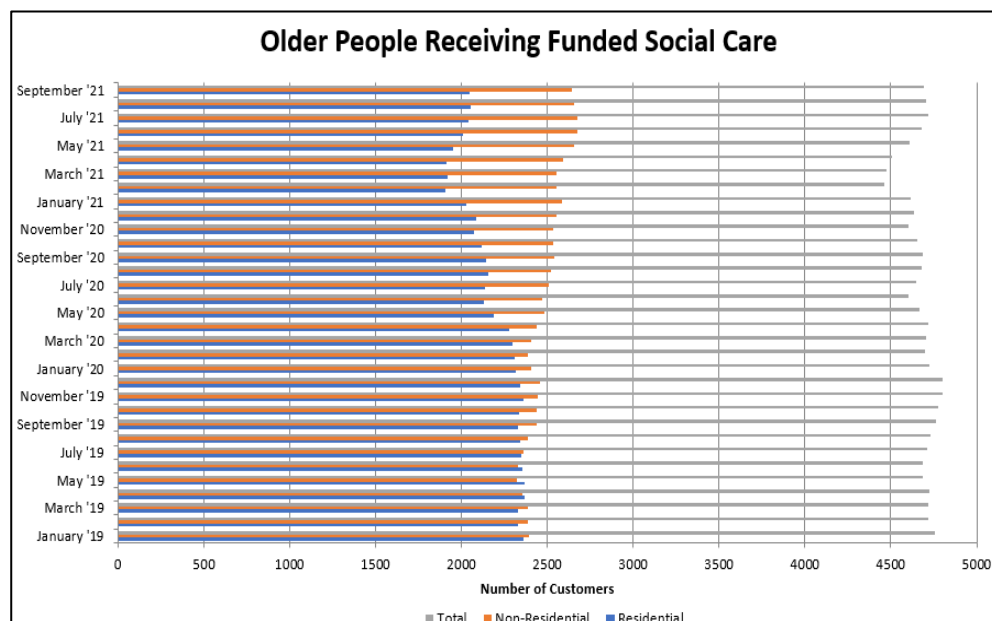
Key Financial Issues and Risks Arising		Narrative	Cost Driver	Q1		Q2		Action	Trajectory
ADULTS 1	Older People's Care Budget	Key cost driver data influencing the trajectory of the older people's care budget	No. of older people with a care package	4,681	↗	4,694	↔	Customer numbers have returned to pre-Covid levels, though this may not represent a plateauing of demand. Care costs are currently the biggest risk facing the budget. These are being driven by market-related factors. At the end of quarter two, the real terms rate of price increase is 2.75% if the 1.75% inflationary uplift agreed for 2021/22 is excluded.	↗
			% increase in the average gross weekly cost of a care package for older people	3.0%	↗	4.5%	↗		
			% increase in the average net weekly cost of a care package for older people	2.8%	↗	4.1%	↗		

Financial Narrative on the Portfolio's Position

- The Adults Services Portfolio is projecting a balanced budget at this time, however, the main financial issues affecting the budget are described below.
- Demand from older people.** The aggregate number of older people receiving funded social care increased by 13 during the second quarter. Although this is a relatively small increase; the overall number of customers remains close to pre Covid-19 levels. If lead indicators like initial contacts and assessment volumes are brought into account, it does not seem likely that demand has yet plateaued, especially as supply shortages within domiciliary care are resulting in an increasing number of new customers having to wait before a care package can be put in place.
- Cost of older people's care packages.** This cost continues to be the dominant influence on the budget. The average gross cost of a care package has risen every month since April and is now approximately £500 per week. Moreover, the rate of that increase is increasing and is now 4.5% greater than at the start of the financial year. This represents a pressure of 2.75% after allowing for the 1.75% inflationary uplift agreed by the County Council. Whilst part of that growth is a reflection of rising complexity of needs, market-related factors have become an equally strong influence. In light of economic conditions, many providers are reporting difficulties with the recruitment and retention of care workers which, alongside cost pressures in areas such as energy, fuel and insurance, is causing prices to rise.
- The impact of this also continues to be compounded by the under-utilisation of the Shaw contract, which currently stands at 75%. Although there are a series of explanations for this, mostly bound up in contractual considerations, the result is that up to an additional 100 beds are being bought in the wider market at the same time as the County Council is paying in full for all of the 590 beds that it has available. When the budget was approved in February, it was anticipated that demand pressure would be manageable within the limits of existing resources, principally from the benefits enabled by the County Council's increasing investment in preventative services during the recent past. The combination of these factors is leading to a very different outlook with overspending of £6.5m now forecast for the older people's budget.

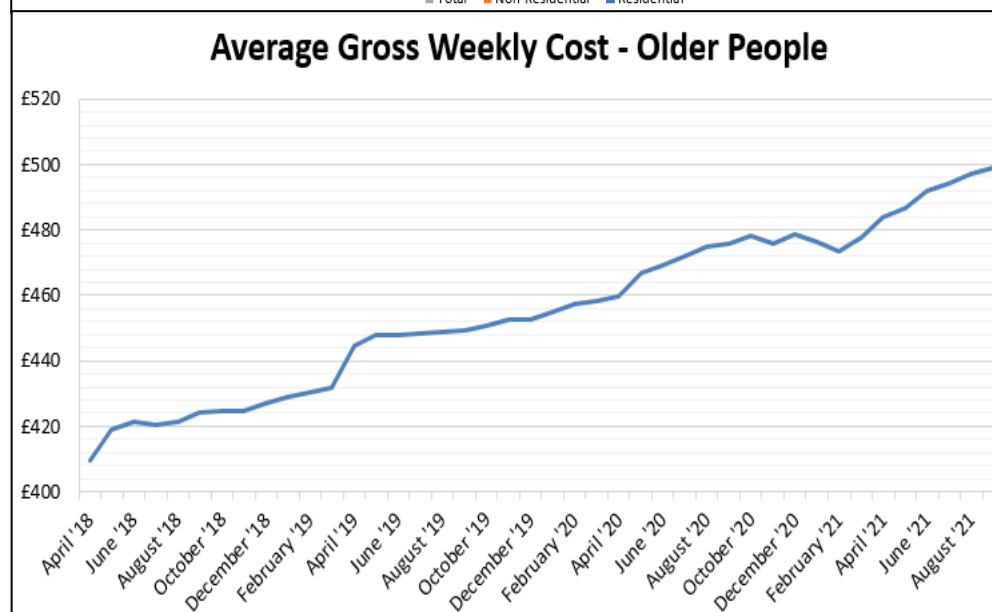
6. **Customer contributions towards care costs.** The current exercise to financially reassess approximately 3,750 non-residential customers for 2020/21 is almost complete. There are just over 250 customers who have not responded and who will be targeted in October; another 120 customers have outstanding queries which will also be addressed in October. Nearly all other customers (including residential customers) have financial assessments in place for the 2020/21 financial year. Proposals on financial reassessments for the 2021/22 financial year for customers whose care package began before 1st April 2021 have not yet been agreed, though the budget is based on the assumption that these will rise by an average of 2.5% in line with the increase in the pension triple lock.
7. **Learning Disabilities.** – As a relatively static customer group, the primary risk is the delivery of savings. £2.8m of savings related to this service area are judged as to be at significant risk and will not be met in 2021/22; partly as the Covid-19 pandemic continues to act as a constraint on customer contact and in part, due to its effects on the market in those cases where the release of savings will require new services to be commissioned.
8. Compounding the situation is the likelihood that there will be an increase in cost as a result of two cases which involves disputed residence. Both of these cases relate to customers with complex needs, who require expensive packages of care. Although final decisions have still to be reached, if confirmed it will translate into additional expenditure of £1m of the County Council's share of the pooled budget. While the majority of this additional cost (circa £0.6m) would be payment of historic arrears and thus would be one-off, the overall outcome on the learning disabilities budget is an estimated overspending £3.8m.
9. **Summary Position.** Despite these pressures, the Adults Portfolio will not overspend in 2021/22, so a balanced budget is being forecast. This is because it would be appropriate to fund the deficit from any one of the following areas:
 - **Covid-19 funding.** Whether directly or indirectly because of its impact on the economy as a whole, Covid-19 remains the dominant influence on the Adults budget.
 - **Improved Better Care Fund (iBCF).** Around £10m is currently uncommitted against the combination of this year's £20m allocation and the underspend carried from 2020/21 (£12.4m).
 - The **Adults and Health Reserve** of £4.7m that was created at the end of 2020/21 to meet Covid-19 recovery expenditure.
10. Between these sources, there will be capacity to manage overspending even if some of the current risks intensify and if the impact of winter is different to its normal pattern. Since those funding sources are all time-limited funding, equally important to note is that a plan is being developed as part of budget preparation for 2022/23 which will aim to ensure that those elements of the overspend which will endure into next year do not become recurring pressures.

Cost Driver Information



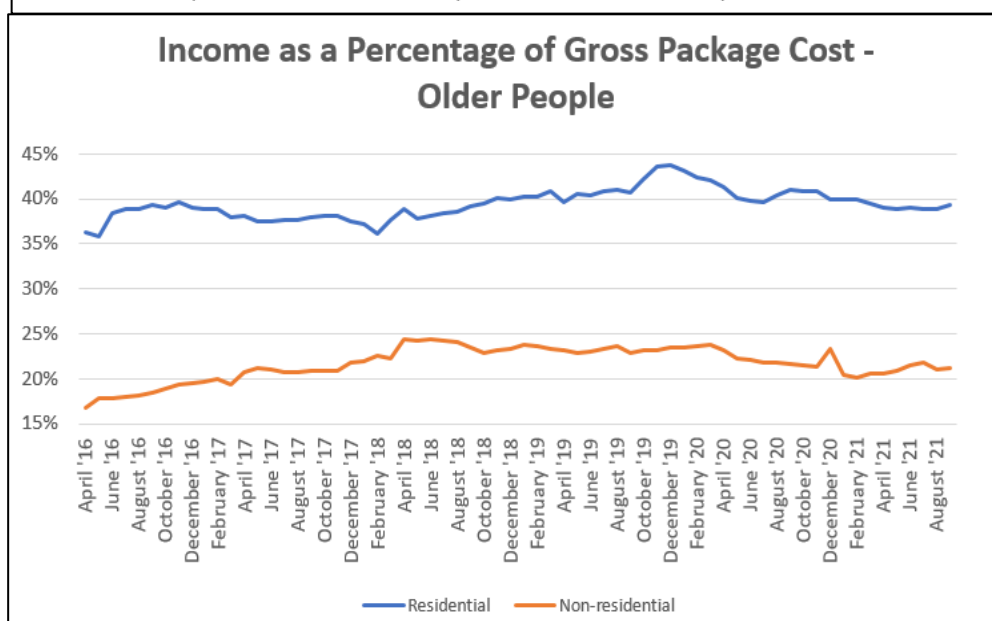
This graph shows the number of older people receiving funded social care and the type of care package.

Overall, the number of care packages has risen since the start of the year and is back to pre-pandemic levels.

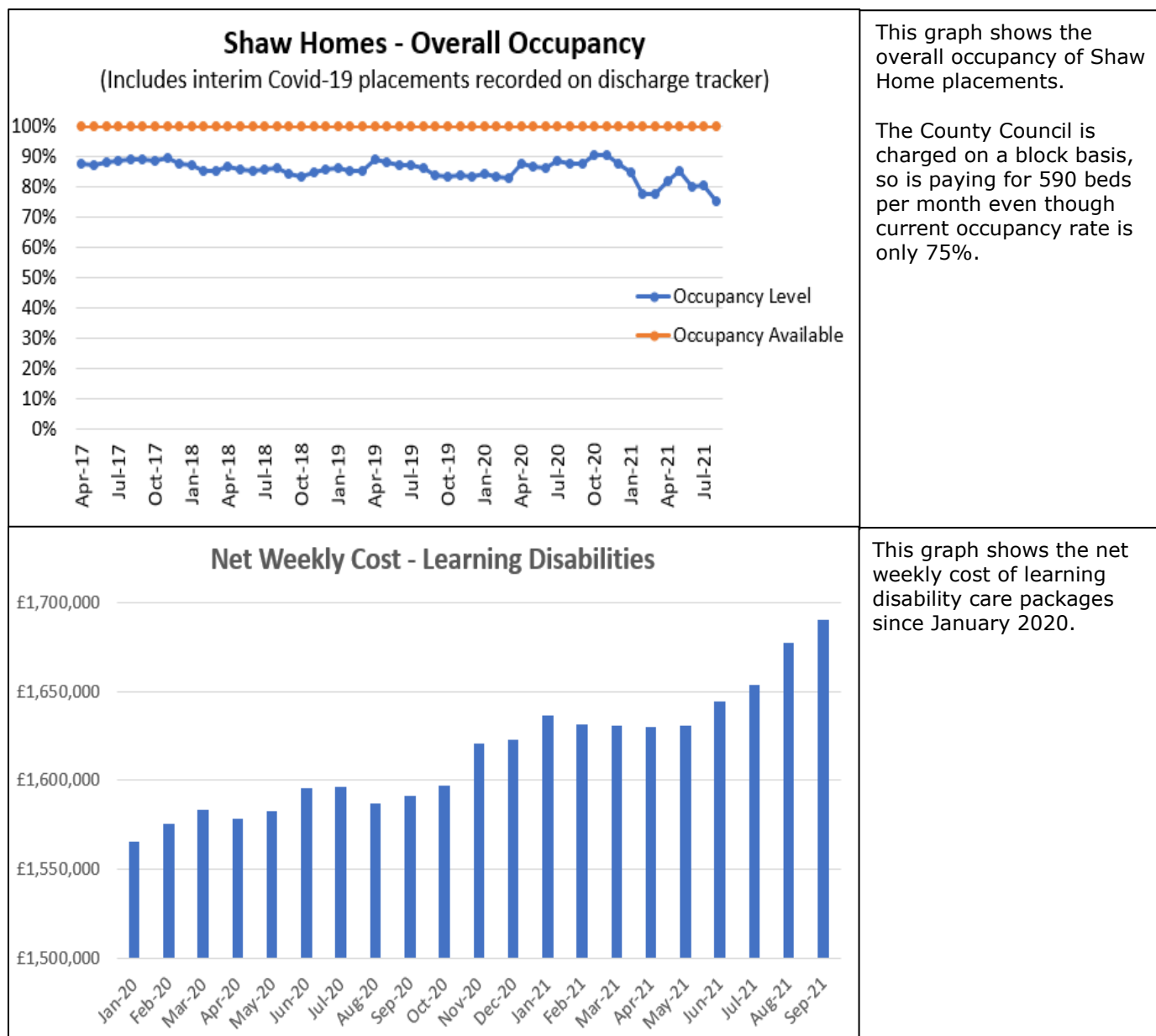


This graph shows the average gross weekly cost of older people since April 2018.

The average cost of a package is currently running 4.5% higher than at the end of March.



This graph shows the income received from customers as a percentage of the gross package cost of care for the older people cohort.



Savings Delivery Update

11. The portfolio has a number of 2021/22 savings and one saving outstanding from the 2021/22 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	September 2021		Narrative	2022/23
Lifelong Services (<i>Learning Disabilities</i>)	1,900	800	G		G
		1,100	R Covid19	Plans being reviewed as part of service budget preparation for 2022/23 with a view to mitigating actions being put in place.	A

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Review of in-house residential services (<i>Older People</i>).	640	640	R	A Cabinet decision on the future of Marjorie Cobby House is scheduled for 16th November. If the recommendation is approved, it will result in the saving being delivered in full in 2022/23. The shortfall in 2021/22 is partially mitigated from savings relating to the closure of in-house day services during the pandemic.	G
Review of Shaw day services (<i>Older People</i>).	250	250	R	A Cabinet decision on the future of Shaw Day Services is scheduled for 16th November. If the recommendation is approved, it is expected to result in the saving being delivered in full in 2022/23.	G
Absorption of demand growth for adult social care from older people through demand management (<i>Older People</i>).	4,361	4,361	R Covid19	This is a saving which was planned to be delivered from the benefit of actions previously taken, e.g. the Home First contract. Due to the constant turnover in the older people's customer group, it can only be measured in context of the overall budget position for that group. The impact of Covid-19 and market-related factors mean that the older people's budget will overspend significantly in 2021/22, so the saving cannot be evidenced as having been met. Plans for 2022/23 are being prepared with the aim of avoiding this becoming a recurring pressure.	A
Non-residential customers to remain at home with reduced package (<i>Older People</i>).	890	100	G	Savings to date from the additional capacity available in the Reablement contract.	G
		790	A	The increase in capacity is at a lower level than the County Council had sought. In addition, the actual level of delivery is currently below planned due to provider staff shortages. Additional benefits will arise over the remainder of the financial year, but these will depend on factors that are outside the County Council's control.	G
Increase supply and use of shared lives carers (<i>Learning Disabilities</i>).	448	448	R Covid19	Recruitment and training of additional shared lives carers is taking place. Although this should allow some new placements to be made before 31st March, the part-year impact will mean limited financial benefit at most in 2021/22.	G
Supported Living - transfer of customers from residential provision (<i>Learning Disabilities</i>).	1,059	1,059	R Covid19	Plans being reviewed as part of service budget preparation for 2022/23 with a view to mitigating actions being put in place.	A
Increase number of customers supported by live-in care (<i>Learning Disabilities</i>).	106	106	R Covid19	Plans being reviewed as part of service budget preparation for 2022/23 with a view to mitigating actions being put in place.	A
Reduce use of single person services for customers where shared services may be suitable (<i>Learning Disabilities</i>).	114	114	R Covid19	Plans being reviewed as part of service budget preparation for 2022/23 with a view to mitigating actions being put in place.	A
Review of Agency Staffing	108	108	B		B

Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

Capital Programme

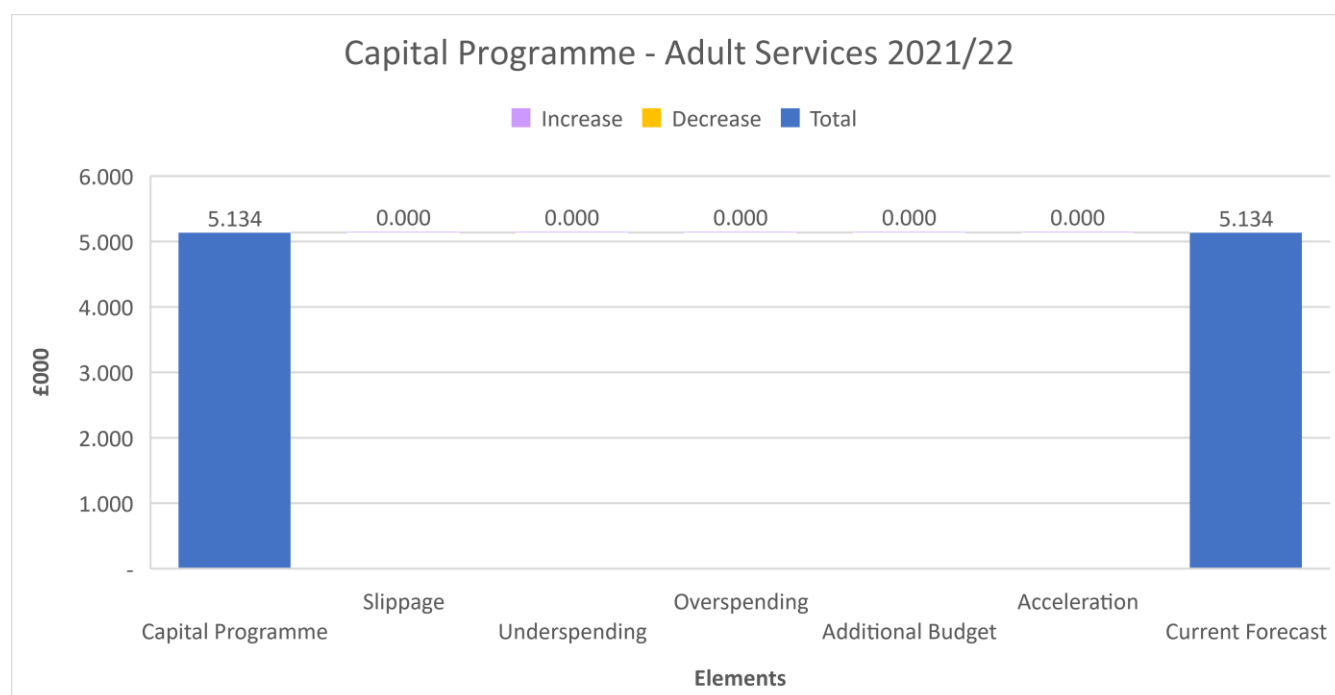
Performance Summary - Capital

12. There are three schemes within this portfolio; one of the schemes in delivery is rated green, indicating that the project is reporting to plan. There are two rated amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team. An update on the progress of schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th September	Reason	RAG Status at 13th October	Updated Position
Adults In-House Day Services Part A	AMBER	Both sites have been handed back to the Service, but additional works required at Judith Adams.	GREEN	Completed works have been reviewed and signed off.
Adults In-House Day Services Part B	AMBER	All three sites have been completed and handed back to Service. Awaiting final account report from Contractor.	AMBER	Report expected from Contractor on 22/10/2021.

Finance Summary - Capital

13. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £2.039m for 2021/22. £3.095m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.134m.
14. Since this time, the profiled spend has remained the same resulting in a current year end projection for 2021/22 of £5.134m.



15. The largest project included in the capital programme expenditure plan is:

- Choices for the Future Programme – in-house social care provision.

16. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

Risk

17. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR58	The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by Covid-19, including the mandatory requirement for care staff to have a vaccination; however, this also extends to WSCC staff requiring access to these facilities (i.e. Social Workers, OT), and contractors. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.	25	25

18. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

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Children and Young People Portfolio – Summary

Performance Summary



- The Portfolio has a number of performance highlights to report this quarter:
 - Significant improvement in the service provided to children with a disability – as evidenced by Ofsted Monitoring Visit in September 2021.
 - Workforce development activity has been implemented - including the new social work offer and de-layering of management.
 - The Early Help Review public consultation concluded and the decision to provide an improved, targeted Early Help offer was taken by Cabinet in July. Formal staff consultation commenced 8th September 2021.
 - Improved and more robust quality assurance and performance frameworks have been implemented.
 - The implementation of the Family Safeguarding model progresses at pace. There will be 26 teams across the County and are still on target for the initial go-live in February 2022.
 - Fostering improvements - phase two plans are underway with implementation planned in early 2022.
 - Review of the commissioning service management and governance is underway.
 - Progress has been made on the integration of electronic recording systems. The procurement process is underway and is expected to commence in October 2021.

Our Council Performance Measures

Children & Young People		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
1	Percentage of re-referrals to Children's Social Care within 12 months of the previous referral Reporting Frequency: Quarterly	23.0%	Mar-21	Jun-21	Sep-21		Slight increase in re-referral data – this is being looked at by Service Managers across Children's Social Care and Early Help to ensure that the right support is being offered at the right point.	Review to be complete by end of November. Team level data also being scrutinised to ensure no particular teams of concern.	G
			22.3%	18.9%	29.6%	↓			
2	Percentage of Early Help Plans closed with outcomes met Reporting Frequency: Quarterly	72.0%	Mar-21	Jun-21	Sep-21		A slight decrease of 0.1% from last month but still 4% short of target. This outcome is impacted by all that open in error, consent is withdrawn or step up. There is a focus on this area by service managers and we intend to implement a small audit specifically focused on outcomes met in November 2021.	Not applicable.	R
			68.3%	67.8%	67.7%	↓			
7	Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index Reporting Frequency: Quarterly	10.0%	Mar-21	Jun-21	Sep-21		This number has remained stable, as per last month 5 of these children suffered an emergency move following the immediate closure of a group of children's homes.	The Permanence Team is focusing on the implementation of the new placement planning process as this was identified as an area of weakness for children experiencing multiple moves. We have now increased our stock of in house residential provision with the opening of Breakwater and are also seeing success with Brightstar children's home which has provided stability for some previously very unstable placements.	A
			13.5%	11.0%	11.2%	↓			

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Annex B

8	Support for care leavers to achieve their aspirations – percentage of care-leavers aged 19-21 who are in Employment, Education or Training Reporting Frequency: Quarterly	64.0%	2019/20	2020/21	Jun-21	Q2 results due in December 2021.	Not applicable.	G
			62.0%	53.9%	53.5% 			
9	Positive outcomes on child protection in 12 months - percentage of Child Protection Plans that result in 'step-down' within 12 months Reporting Frequency: Quarterly	80.0%		Jun-21	Sep-21	There has been a steady increase in the number of children who have been "stepped down" from Child Protection plans.	This is still below the target of 80%, however we are confident that as practice improves this positive trajectory will continue.	R
			New Measure - No Data	47.2%	66.4% 			

[Website link to Our Council Performance Measures here.](#)

Finance Summary

Portfolio in Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties. <i>(Covid-19 position is reported in Appendix 2)</i>	£0.146m	Assumed funding from Covid-19 grant <i>(Covid-19 position is reported in Appendix 2)</i>	(£0.146m)	
Placement costs for mainstream children	£0.780m	Anticipated cost avoidance once in-house disability & non-disability residential homes reopen	(£0.700m)	
Placement costs for children with disabilities	£1.140m	In-house residential staffing underspend	(£1.060m)	
Spend on vulnerable children and families under S17 Children's Act 1989 Children In Need	£2.350m	Additional grant income in relation to unaccompanied asylum-seeking children	(£0.600m)	
Friends and family fostering allowances	£0.500m	Social Care staffing underspend	(£0.715m)	
2020/21 & 2021/22 savings at significant risk (early help and lease of vacant properties)	£0.256m	Early Help staffing underspend	(£0.250m)	
		Reduction in Intentionally Homeless casework	(£0.850m)	
		Other minor variations	(£0.351m)	
Children and Young People Portfolio - Total	£5.172m		(£4.672m)	£0.500m

Key Financial Issues and Risks Arising

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Baseline	Q1		Q2		Action	Trajectory
CYP 1	Placement Mix of Children We Care For (CWCF)	Despite the overall number of Children We Care For being lower than forecast, there are more children than budgeted for in more costly externally provided placements than those provided internally which cost less. This is leading to a pressure on the placement budgets. Baseline shows the % upon which the budget was set.	% mainstream children in external residential placements	10.4%	12.4%	↗	10.3%	↘	There has been a significant improvement in the placement mix of Children We Care For since Q1, particularly in relation to external residential which are the most expensive type of placement. The ratio of internal to external foster care placements has not improved to quite the same extent, however there are encouraging signs of increased interest in becoming an internal foster carer being seen by the fostering service. As the average length of the approval process is around 26 weeks, the impact of this may not be seen until next financial year.	↘
			% mainstream children in external foster care placements	25.5%	28.6%	↗	28.1%	↘		
			% mainstream children in internal foster care placements	30.3%	28.3%	↗	28.1%	↘		

Financial Narrative on the Portfolio's Position

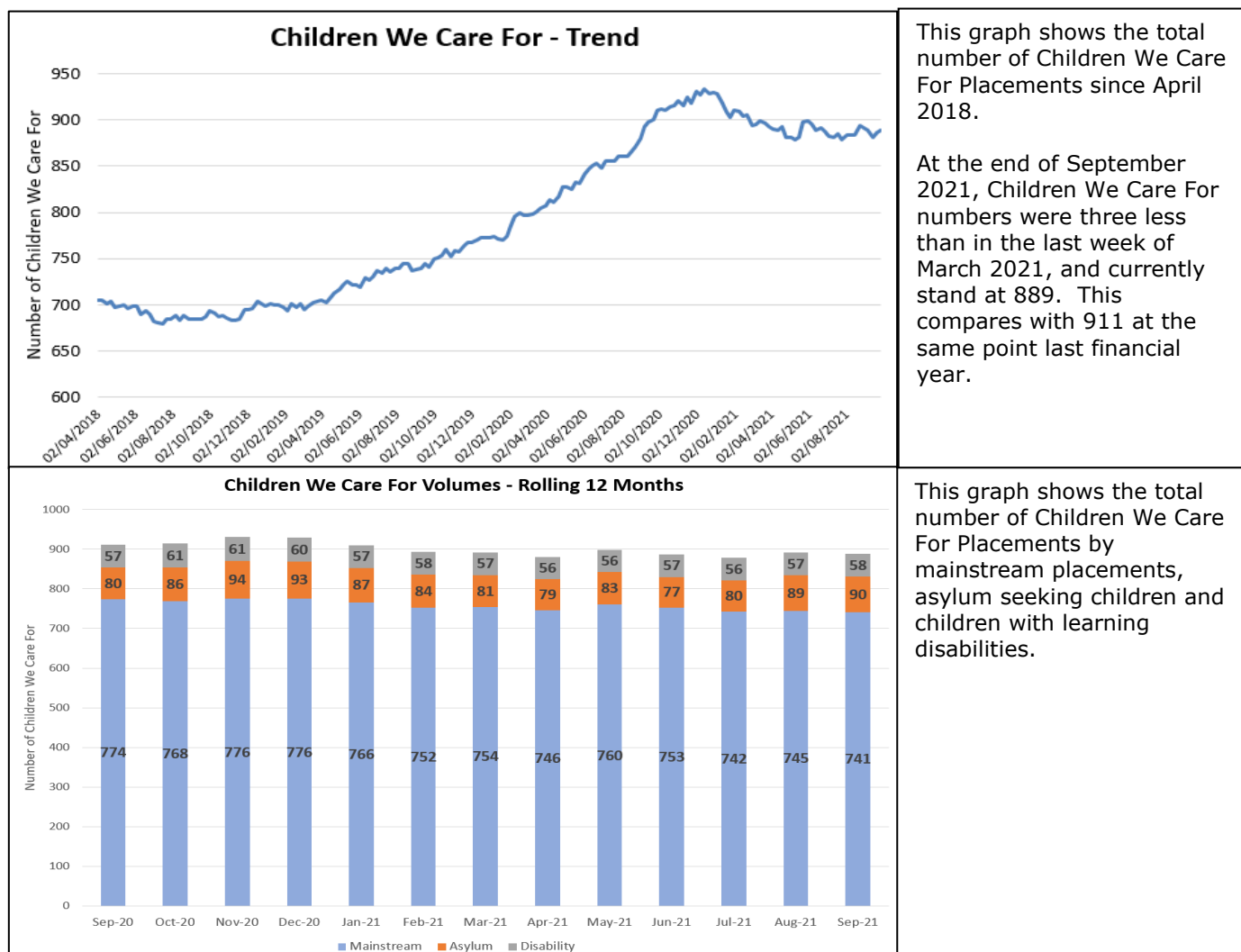
2. There has been a significant improvement in the budget position since the Quarter 1 report. The Portfolio is now projecting a £0.5m overspend, a reduction of £2.6m when compared to June. The main movements are described below:

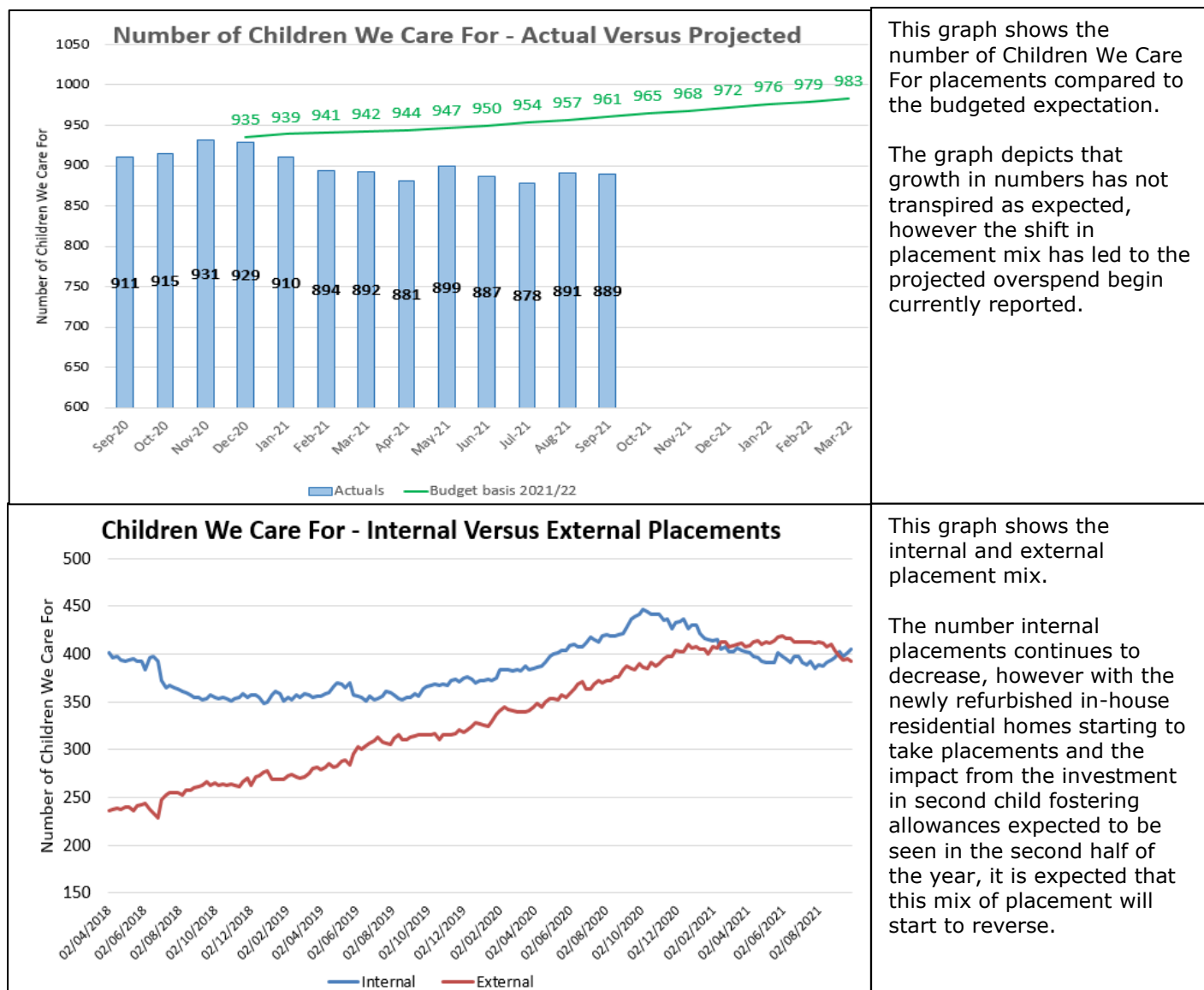
- **Mainstream placement costs.** A significant improvement in the mix of placements for Children We Care For (CWCF) since July is now emerging, leading to a reduction of £1.0m.
- **Social care staffing.** Between June and September, there have been a higher number of vacant posts (that were not filled with agency staff) than originally forecast. In addition, the in-year cost of implementing the new social worker pay scales was lower than anticipated due to more posts being vacant when the change took place; leading to a reduction of £1.0m.
- **Intentionally Homeless.** A reduction of £0.850m is reported reflecting revised anticipated demand for the rest of the financial year.
- **Saving at significant risk - In house residential programme.** The performance against commissioning savings has improved, with some initiatives over-delivering and hence providing in-year mitigation for savings in relation to Continuing Health Care (£0.4m) and In House Residential cost avoidance (£0.2m) which were previously rated as being at significant risk.
- **Additional income in relation to unaccompanied asylum-seeking children (UASC).** A further £0.3m of income is expected based on the current number of children, due to an increase in the rate of grant for over-18-year-olds provided by the Home Office.

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- **Disability placement costs.** A reduction in the cost of some of the most expensive placements has emerged, totalling £0.260m, as children's needs de-escalate.
- **In house residential service.** A further £0.260m of underspend has emerged due to delays in being able to fully recruit to the new operating model; associated with the three closed homes reopening later than initially estimated.
- **Early Help.** £0.250m of underspending against staffing budgets has emerged as the service transitions to the new operating model.
- **Spend on vulnerable children and families under S17 Children Act 1989 Children In Need.** Additional expenditure of £0.9m has arisen in this area reflecting the increased number of children subject to a child and family plan.
- **Recalculation of cost avoidance from in house residential homes reopening.** A reduction in the level of cost avoidance anticipated from reopening Bright Star, Breakwater and May House is reported, reflecting the likely timescale for young people to be placed in this accommodation.

Cost Drivers Information





Savings Delivery Update

3. The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	September 2021		Narrative	2022/23
Lease of vacant properties to reduce intentionally homeless costs	150	44	G	£0.044m is the full year effect of one family who were accommodated under this scheme in 2020/21, plus the estimated in year saving from one further family moving from bed and breakfast accommodation into the second property.	G
		56	R	The roll out of the project was delayed due to the pandemic. Since this time, Homes England have advised that they will no longer be making grants to the Empty Homes Programme. Without the capital funding, the scheme is not financially viable for YMCA – Downslink or for WSCC.	R

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Annex B

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
National House Project	250	250	G	Savings are profiled to be delivered in the final quarter of the year (Q4) and the Local House project is currently on track.	G
Increase in Council's top slice of Early Years DSG to compensate for lost Central DSG grant funding used for wider benefit of children and young people	225	225	B		B
In-house residential programme – reduced independent placement costs	200	200	G	Remaining cost avoidance arising from new operating model, after re-investment in the residential service. Saving is dependent on the re-opened homes achieving the average occupancy levels for the types of children and their associated costs as identified in the original modelling. Delays in re-opening Breakwater (formerly Seaside) and May House mean that the permanent delivery of this saving will not now be possible until 2022/23. The saving can be mitigated in year however, through underspending within the residential staffing budget given the delayed timescale for reopening.	G
Reduce the number of solo placements and retainers	100	100	B	This saving has been achieved and is expected to continue to deliver further savings in year, which will provide in-year mitigation for other savings lines which otherwise would be rated as red or amber.	B
Improved commissioning for children's social care service - 16+ step down	1,800	450	B	This saving has already been achieved. This initiative is expected to continue to deliver further savings in year and hence is providing some mitigation for other commissioning savings which are currently rated as red or amber.	B
Improved commissioning for children's social care service - 16+ recommissioning		100	G		G
Improved commissioning for children's social care service - improved joint commissioning		400	G	Achievement of this saving is dependent on an increased number of children with disability receiving Continuing Health Care contributions towards the cost of their services. Q1 recharges from this year have now been agreed but do not indicate an increase in the number of children awarded continuing health care funding. Senior management discussions between the Council and Health are continuing, but it is not expected that this saving will be delivered in 2021/22. It can however be mitigated for this year only through other commissioning initiatives which are over-performing. This saving will remain an amber pressure in the 2022/23 budget until such time as clarity can be brought about its achievability.	A
Improved commissioning for children's social care service - reducing existing placement costs		650	G	This initiative is now on track to deliver a revised sum of £0.650m this financial year, with the remaining £0.050m having been moved to the 16+ step down savings line - more accurately reflecting how the savings are being delivered.	G

Improved commissioning for children's social care service - U16 step down to fostering		200	G	This initiative is now on track to deliver a revised sum of £0.650m this financial year, with the remaining £0.050m having been moved to the 16+ step down savings line - more accurately reflecting how the savings are being delivered.	G
Early help restructure (year 2 savings)	550	450	G	The decision to proceed with the Early Help redesign has now passed call-in. The increase in the number of delivery points means that the cost of the new service will be £0.2m more than previously modelled, leading to a shortfall in savings.	G
		100	R		R
Lease of vacant properties to reduce intentionally homeless costs	100	100	R	Year Two savings relating to a project to lease vacant WSCC properties to YMCA to enable accommodation for intentionally homeless families. However, the withdrawal of available grant funding by Homes England means that the project is no longer viable, and savings will not be delivered.	R
Increased grant funding towards support for unaccompanied asylum-seeking children	450	450	B		B
Review of agency staff	231	231	G		G

Savings Key:

R Significant Risk **A** At Risk **G** On Track **B** Delivered

Capital Programme

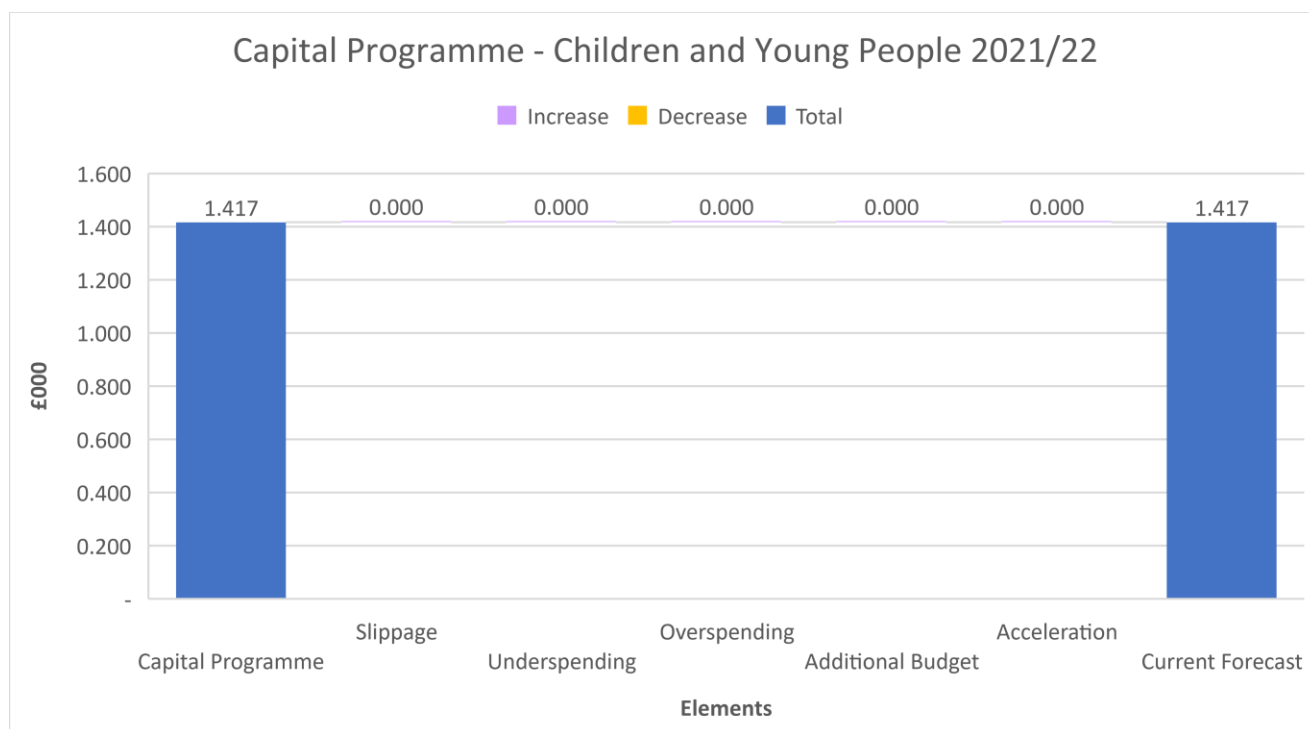
Performance Summary - Capital

4. There are six schemes within this portfolio; three of the schemes in delivery are rated green, indicating that the project is reporting to plan. There are two rated as amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team and one scheme is rated red indicating that there are significant issues requiring corrective action. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th September	Reason	RAG Status at 27th October	Updated Position
Children's In-House Phase 1 – Brightstar (formerly Cissbury Lodge)	AMBER	Main construction complete. Minor issues raised during handover with service being picked up within existing programme budget.	AMBER	Final Account due end of October.
Children's In-House Phase 2 – High Trees and 40 Teasel Close	RED	Increase in design-stage cost-estimates due to expanded scope for 40 Teasel Close to provide longer-term solution. Awaiting Key Decision.	AMBER	Key Decision published on the 27 th October.
Children's In-House Phase 2 – Orchard House	RED	Main works on track. Options for contact centre building currently over budget, remain to be considered	RED	Key Decision pending.

Finance Summary - Capital

5. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £1.0m for 2021/22. £0.417m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £1.417m.
6. Since this time, the profiled spend has remained the same resulting in a current year end projection for 2021/22 of £1.417m.



7. The largest projects included in the capital programme expenditure plan are:
 - Orchard House Children's Home Improvements.
 - Cissbury Lodge Children's Home Improvements.
 - Seaside (Breakwater) Children's Home Improvements.
8. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

Risk

9. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR61	A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	15	15

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.	20	20
CR72	The government have stipulated that from 9 th September 2021, children in care under 16 will not be allowed to be accommodated in unregulated placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs , which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.	NEW	16

10. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

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Learning and Skills Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

- School children aged 4 to 16 who are eligible for free school meals, were able to enjoy activities and have nutritious meals through the summer holidays through the Holiday Activities and Food (HAF) Programme. The County Council worked with over 30 providers to deliver a wide range of fun and enriching events as well as providing healthy meals for the children. Overall, 1,990 individual children participated over the summer with places fully funded by the Department for Education.
- Full graded Ofsted inspections for schools resumed in September, with three schools being visited as at the 30th September. Currently, there are no published reports of these inspections available.

Our Council Performance Measures

Learning and Skills		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
21	The percentage of young people attaining Grade 4 and above for Maths and English GCSE by age of 16 years old Reporting Frequency: Annually	67.0%	2018/19	2019/20	2020/21		The government has said that many exams and assessments cannot be held fairly this year as a result of the disruption students have faced due to the pandemic. Teachers will instead submit grades to the exam boards, based on their assessment of the student. These results will not be comparable to previous years. As in 2020, the DfE will not publish institution level data based on 2021 key stage 1 and 2 assessments, tests, GCSEs, AS levels, A levels, other regulated general qualifications, or vocational and technical qualifications.	This data will not be available for others, such as Ofsted or local authorities. Those working with schools and colleges, such as Ofsted, Department for Education regional teams and local authorities, should use data from previous years as a starting point for discussions around a school's or college's performance but should not use 2020 or 2021 results data for this purpose.	G
			65.4%	66.2%	72.2%	↗			
25	Percentage of schools with OFSTED rating 'good' or 'outstanding' Reporting Frequency: Quarterly	88.5%			Mar-20		The Education Secretary, on 29 March, confirmed his request that Ofsted step up its inspection programme over the summer term, with a view to returning to a full programme of inspections from September 2021.	Ofsted inspected schools and further education & skills (FES) providers in the summer term to provide reassurance about how well children and learners are catching up, but it only resumed a full programme of graded inspections from the start of the 2021/2022 academic year in September 2021. Although there have been a small number of inspections taking place during September 2021 the results of these have not been published, so the figures previously sent are still the latest.	A
			No Data Available	No Data Available	87.6%				
26	Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools Reporting Frequency: Quarterly	88.0%			Mar-20		The Education Secretary, on 29 March, confirmed his request that Ofsted step up its inspection programme over the summer term, with a view to returning to a full programme of inspections from September 2021.	Ofsted inspected schools and further education & skills (FES) providers in the summer term to provide reassurance about how well children and learners are catching up, but it only resumed a full programme of graded inspections from the start of the 2021/2022 academic year in September 2021. Although there have been a small number of inspections taking place during September 2021 the results of these have not been published, so the figures previously sent are still the latest.	A
			No Data Available	No Data Available	86.6%				
27	Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2 Reporting Frequency: Annually	64.0%	2017/18	2018/19	2019/20		Next results due November 2021. The government has said that many exams and assessments cannot be held fairly this year as a result of the disruption students have faced due to the pandemic. Teachers will instead submit grades to the exam boards, based on their assessment of the student. These results will not be comparable to previous years and will not be available for others, such as Ofsted or local authorities. As in 2020, the DfE will not publish institution level data based on 2021 key stage 1 and 2 assessments, tests, GCSEs, AS levels, A levels, other regulated general qualifications, or vocational and technical qualifications.	Those working with schools and colleges, such as Ofsted, Department for Education regional teams and local authorities, should use data from previous years as a starting point for discussions around a school's or college's performance but should not use 2020 or 2021 results data for this purpose.	A
			55.0%	61.8%	62.7%	↗			

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28	Average attainment 8 score of students at Key Stage 4 including English and Maths Reporting Frequency: Annually	47.5	2018/19	2019/20	2020/21	<p>Next results due November 2021.</p> <p>The government has said that many exams and assessments cannot be held fairly this year as a result of the disruption students have faced due to the pandemic. Teachers will instead submit grades to the exam boards, based on their assessment of the student. These results will not be comparable to previous years.</p> <p>As in 2020, the DfE will not publish institution level data based on 2021 key stage 1 and 2 assessments, tests, GCSEs, AS levels, A levels, other regulated general qualifications, or vocational and technical qualifications.</p>	<p>This data will not be available for others, such as Ofsted or local authorities. Those working with schools and colleges, such as Ofsted, Department for Education regional teams and local authorities, should use data from previous years as a starting point for discussions around a school's or college's performance but should not use 2020 or 2021 results data for this purpose.</p>	A
			46.6	46.9	50.3			
29	Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2 Reporting Frequency: Annually	24.0%	2017/18	2018/19	2019/20	<p>No results collected for 2021 due to the pandemic</p>	Not applicable.	A
			23.3%	23.4%	25.3%			
30	Combined percentage of 16-17-year olds that are Not in Education, Education and Training or whose activity is not known (3-month average Dec-Feb annually) Reporting Frequency: Quarterly	7.0%	Apr-21	May-21	Aug-21	<p>Next update due November 2021.</p> <p>NEET - Our current status is that we are seeing a decrease of 1.05%, compared to last year's NEET figures. Comparatively, the current NEET figure of 2.3% is better than the national average (3.1%) and South East (2.7%) and our statistical neighbours (2.8%). Compared to our statistical neighbours we are 4th best in terms of lowest NEETs out of 11. NOT KNOWN - Our current status is that we are seeing a decrease, compared to last year's Not Known figure, of 1.08%. We are currently 0.4% better than England, but higher than the South East and much higher than our statistical neighbours.</p> <p>NEET and Not Known Combined - We have identified and implemented improvements for this year and although we are ranked 17th of 19 in the South East region for the NEET and Not known average, the improvement in 2021 is amongst best in the region. West Sussex are in the top quintile of best authorities regarding the improvement in NEET and Not Known combined figures compared to August 2020, with a significant improvement of 2.13% since last year. In the same period England has only improved by 1.8% and the South East by only 0.4%.</p>	<p>Our team of careers advisors continue to offer support in a far more targeted way to help young people struggling to fulfil their career potential. Many are gradually re-engaging with education and training, many building up their confidence and skills by starting on short term employability courses before moving on to more full time education, training or employment opportunities. There remains a number of young people with complex issues for whom we are working with our partners to ensure the right support is made available for them so that they can also progress.</p>	A
			7.3%	7.3%	7.6%			

[Website link to Our Council Performance Measures here.](#)

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (<i>Covid-19 position is reported in Appendix 2</i>)	£1.918m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£1.918m)	
Home to School Transport costs; predominantly Special Educational Needs	£2.249m	Staffing vacancies within the School Effectiveness Service	(£0.201m)	
2020/21 and 2021/22 trading services income saving at significant risk	£0.175m	Staffing vacancies and projected underspending on equipment within school catering service	(£0.115m)	
Crawley PFI contract inflation increase of 2.9% (April RPI) against budgeted estimate of 1.1%	£0.060m	Staffing vacancies within Inclusion and School Crossing Patrol Service	(£0.139m)	
		Other minor variations	(£0.128m)	
Learning and Skills Portfolio - Total	£4.402m		(£2.501m)	£1.901m

Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Baseline (March 2020)	Q1		Q2		Action	Trajectory
L&S 1	Destination mix of pupils with an Education, Health and Care Plan (EHCP) receiving transport	Approximately one third of our children with an Education, Health and Care Plan (EHCP) also receive transportation to their school.	No of pupils with EHCP transported to a mainstream school / SSC	207 (11.3%)	224 (11.4%)	↗	200 (10%)	↘		↗
			No of pupils with EHCP transported to a special school	1,240 (67.8%)	1,265 (64.6%)	↘	1,299 (65.0%)	↗		
			No of pupils with EHCP transported to independent placements	381 (20.8%)	468 (23.9%)	↗	500 (23.9%)	↗		
			Total no of pupils with EHCP transported	1,828 (100%)	1,957 (100%)	↔	1,999 (100%)	↔		
L&S 2	Transport type mix of pupils with an Education, Health and Care Plan (EHCP) receiving transport	Approximately one quarter of our children with an Education, Health and Care Plan (EHCP) who receive transport are transported on the County Council fleet. However, the majority are transported in an external taxi or minibus. This is an expensive option, however, and as a result a parental mileage rate has been introduced to encourage parents to transport their own child to and from school instead.	No of pupils with EHCP transported in an external taxi/minibus	1,331 (72.8%)	1,394 (71.2%)	↘	1,340 (67%)	↘	Increased use of the County Council fleet is already a savings target in the current financial year. Phase 1 savings of £0.120m have been delivered because of action taken in 2020-21. The phase 2 savings of £0.180m are due to be delivered when the new academic year starts.	↗
			No of pupils with EHCP transported on County Council fleet	443 (24.2%)	462 (23.6%)	↘	551 (27.6%)	↗		
			No of pupils with EHCP transported by parents	54 (2.9%)	101 (5.2%)	↗	108 (5.4%)	↗		
			Total no of pupils with EHCP transported	1,828 (100%)	1,957 (100%)	↔	1,999 (100%)	↔		
L&S 3	Total number of routes required to transport pupils with an Education, Health and Care Plan (EHCP)	The number of externally contracted routes being undertaken has been on the increase over the last couple of years.	No. of transport routes	562	681	↗	652	↘		↗

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L&S 4	Percentage of pupils with an Education, Health and Care Plan (EHCP) receiving transport requiring a solo taxi	The biggest area of increased spend over the last couple of years has been in relation to solo taxis. Pupils receive solo taxi transport from home to school because of age, SEND or other circumstances e.g., behaviour. Analysis shows around 35% of the pupils travelling alone in a solo taxi is due to needs, whilst the remaining 65% are due to geography/only child at the school.	No of single occupancy taxi routes	221	308 (15.7%)	↗	264 (13.2%)	↘	A review of taxi provision for SEND pupils was undertaken in 2019/20. This review appeared to help moderate the overall pressure at the time but since then numbers have continued to rise. The Special Educational Needs Assessment Team (SENAT) have also reviewed the solo taxi approval process, and these now all go through scrutiny panel with transport representative invited to the meeting.	↗
L&S 5	Daily transport cost of pupils with an Education, Health and Care Plan (EHCP) receiving external transport	The daily cost of SEND external taxi and escort provision has been increasing annually by approximately 10% over the last couple of years. This is mostly due to increased demand (numbers of pupils with an EHCP requiring transport), but also due to additional inflation pressures such as minimum living wage.	Current daily cost of SEND external taxi provision across all provision	Average 2020/21 £52.1k	£56.0k	↗	£56.0k	↔		↗
			Current daily cost of SEND external escort provision across all provision	Average 2020/21 £10.6k	£11.3k	↗	£11.3k	↔		↗

Significant Financial Issues and Risks Arising- *Dedicated Schools Grant*

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Baseline (March 2021)	Q1		Q2		Action	Trajectory
L&S 6	Placement mix of pupils with an Education, Health and Care Plan (EHCP)	Our High Needs expenditure is largely driven by the number of pupils with an Education and Health Care Plan (EHCP). The 2021/22 budget has been set based on a further 500 pupils this year. Although overall growth so far this	No of pupils with EHCP in mainstream school	1,949 (31.9%)	1,997 (32.0%)	↗	1,845 (29.0%)	↘	West Sussex has significantly less learners with EHCPs in their mainstream secondary schools than the national picture. A small specialist outreach team has therefore been created as a two-year pilot to support the inclusion of these	↗
			No of pupils with EHCP in special school / SSC	2,166 (35.4%)	2,183 (35.0%)	↘	2,288 (36.0%)	↗		
			No of pupils with EHCP in independent placements	615 (10.0%)	647 (10.4%)	↗	669 (10.5%)	↗		
			No of pupils with EHCP in	1,127 (18.4%)	1,102 (17.6%)	↘	1,309 (20.6%)	↗		

		year is in line with this, a greater proportion of these children are being placed in more costly placements within the independent sector.	post school placements						learners in their local mainstream school.	
			No of pupils with EHCP in other placement type	254 (4.2%)	314 (5.0%)	↗	246 (3.9%)	↘		
			Total no of pupils with EHCP	6,111 (100%)	6,243 (100%)	↔	6,357 (100%)	↔		
L&S 7	Placement mix of pupils with an Education, Health and Care Plan (EHCP)	The 2021/22 budget has been set on the basis of a further 500 pupils with an EHCP this year. Although overall growth so far this year is in line with this, a greater proportion of these children are being placed in more costly placements within the independent sector.	Increase in no of pupils with EHCP in mainstream school	159	48 (2.5%)	↗	-104 (-5.3%)	↘	The higher level of increased placements in the independent sector is largely due to lack of capacity in WSCC's settings. Our special schools are currently at 98% capacity, and it is planned that 84 additional places will be made available from September 2021. However, in the medium term, it is expected that the number of independent sector placements will continue to rise at a faster rate.	↗
			Increase in no of pupils with EHCP in special school / SSC	177	17 (0.8%)	↘	122 (5.6%)	↗		
			Increase in no of pupils with EHCP in independent placements	51	32 (5.2%)	↘	54 (8.8%)	↘		
			Increase in no of pupils with EHCP in post school placements	91	-25 (-2.2%)	↘	182 (16.1%)	↗		
			Increase in no of pupils with EHCP in other placement type	22	60 (23.6%)	↗	-8 (-3.1%)	↘		
			Total increase in no of pupils with EHCP	500	132 (2.2%)	↗	246 (4.0%)	↔		
L&S 8	Cost of pupils with an Education, Health and Care Plan (EHCP) in a Mainstream School	The 2021/22 budget has been set on the basis of 90% of those pupils with an EHCP in a mainstream school receiving a top-up payment of £3,356 known as an Individually Assigned Resource, and 21% of those with an IAR also receiving an additional top-up payment (of £447 per weekly hour) known as a Personal Supplement. Those schools where the percentage of their	Percentage of pupils with an EHCP in mainstream school receiving an Individually Assigned Resource (IAR)	1,898 (86.6%)	1,683 (84.3%)	↘	1,748 (94.8%)	↗		↗
			Percentage of pupils with an EHCP in mainstream school receiving a Personal Supplement above their IAR	433 (22.6%)	378 (22.3%)	↘	467 (26.7%)	↗		↗

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		pupils with an EHCP is over 3% are also entitled to an additional allocation.	Additional allocations paid out to mainstream schools above the 3% threshold	£166k	n/a		£425k	↗		↗
L&S 9	Cost of pupils with an Education, Health and Care Plan (EHCP) in an Independent and Non-maintained Special School	The 2021/22 budget has been set on the basis of the average Independent and Non-maintained sector placement cost being £46k per week.	Average annual cost	£46,040	£48,016	↘	£48,444	↗		↗

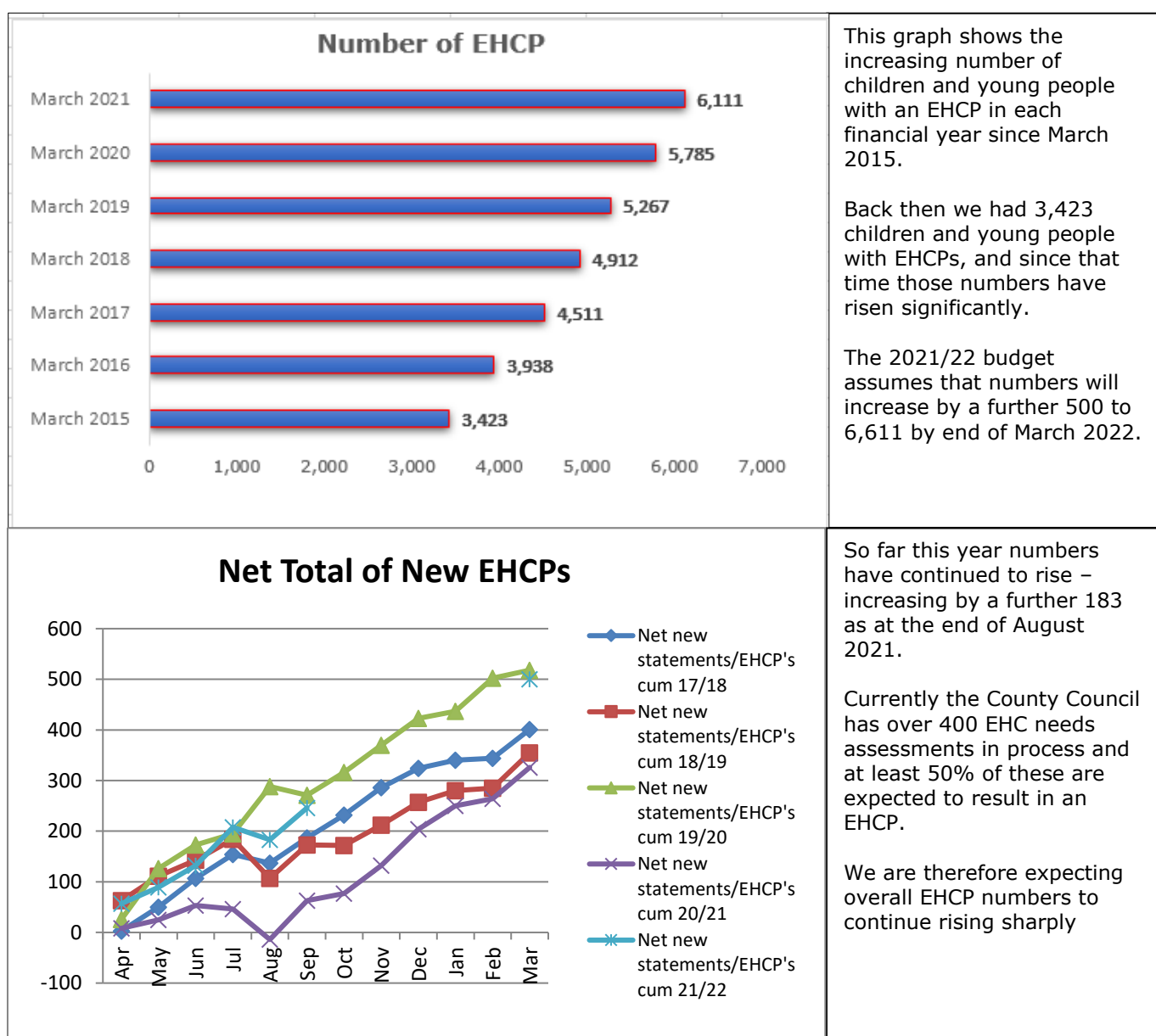
Financial Narrative on the Portfolio's Position

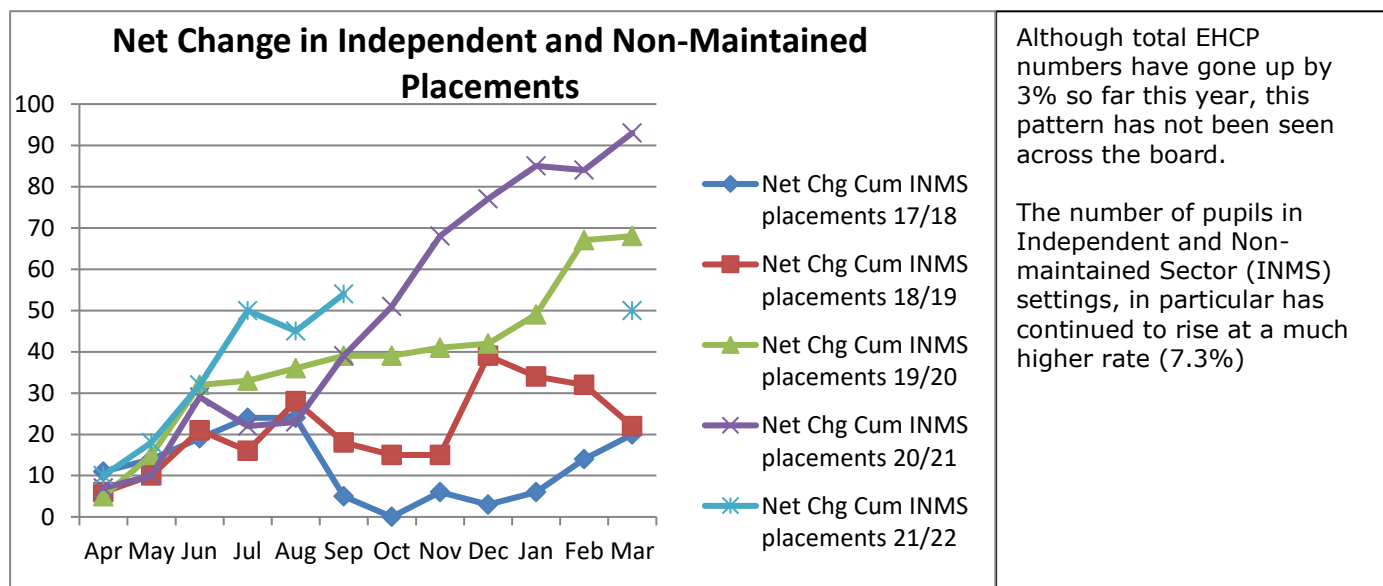
2. The Learning and Skills Portfolio is projecting a £1.901m overspend.

- **Home to School Transport** - The service overspending is due to growing complexities, demand and costs which have continued to increase. An additional £0.8m has been added to the base budget for 2021/22, together with a saving of £0.5m to be achieved through increasing the internal fleet and greater taxi competition. The former internal fleet saving (£0.3m) is on track and will be mostly delivered when the new academic year starts but the latter saving (£0.2m) is currently reported at significant risk; a proportion of this saving is expected to come through due to some keener pricing but overall confidence on the full amount being achieved is low.
- **School trading income** has been significantly affected by the Covid-19 pandemic over the last 12 months, and therefore, the £0.025m saving from 2020/21 and £0.150m saving from 2021/22 are not expected to be achieved.
- An inflationary pressure on the **Crawley Schools PFI** budget has emerged in year due to the recent increase in the rate of inflation following the easing of Covid-19 restrictions. The contract is indexed in line with the Retail Price Index each April; the marked increase to 2.9% this April has led to an overspending of £0.060m against the budget.
- **Staffing vacancies** within the School Effectiveness, Inclusion Service and School Crossing Patrol and other underspending opportunities have assisted to reduce the overall overspending position by £0.583m.
- Pressure continues on the **Dedicated Schools Grant (DSG)** with a projected overspending of £4.363m currently predicted in 2021/22. This is after allowing for a £7.0m transfer from DSG reserves which was agreed by Schools Forum when the 2021/22 budget was set. The DSG deficit is therefore set to increase from £10.388m to £21.751m this year.

Cost Driver Information

3. The Education and Health Care Plan 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.
4. One of the main reasons for the increasing level of EHCPs 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 local authorities, has been supporting a new cohort of young people aged 19-25 for which they have received no additional funding. Fortunately, the educational needs of the majority of these additional pupils are met from within the funding that the colleges receive directly from government.





Savings Delivery Update

5. The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	September 2021		Narrative	2022/23
Improve School Trading Offer	150	25	R	School trading income has been affected by the Covid-19 pandemic and therefore income has not been generated to meet the new budget target.	G
		100	G		

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Home to school transport – increased internal fleet	300	300	G	Phase 1 savings of £0.120m have been delivered because of action taken in 2020-21. The phase 2 savings of £0.180m are due to be delivered when the new academic year starts.	G
Home to school transport – greater taxi competition	200	200	A	A proportion of this saving is expected to come through due to some keener pricing but overall confidence on the full £0.2m is low.	A
Improve school trading offer (year 2 savings)	150	150	R	School trading income has been hit by the pandemic over the last 12 months and has not increased to meet the new budget target.	A
Charge Inclusion and Disadvantaged Pupils Programme to School Effectiveness	127	127	B		B
Review of Agency Staffing	4	4	B		B

Savings Key:

R Significant Risk **A** At Risk **G** On Track **B** Delivered

Capital Programme

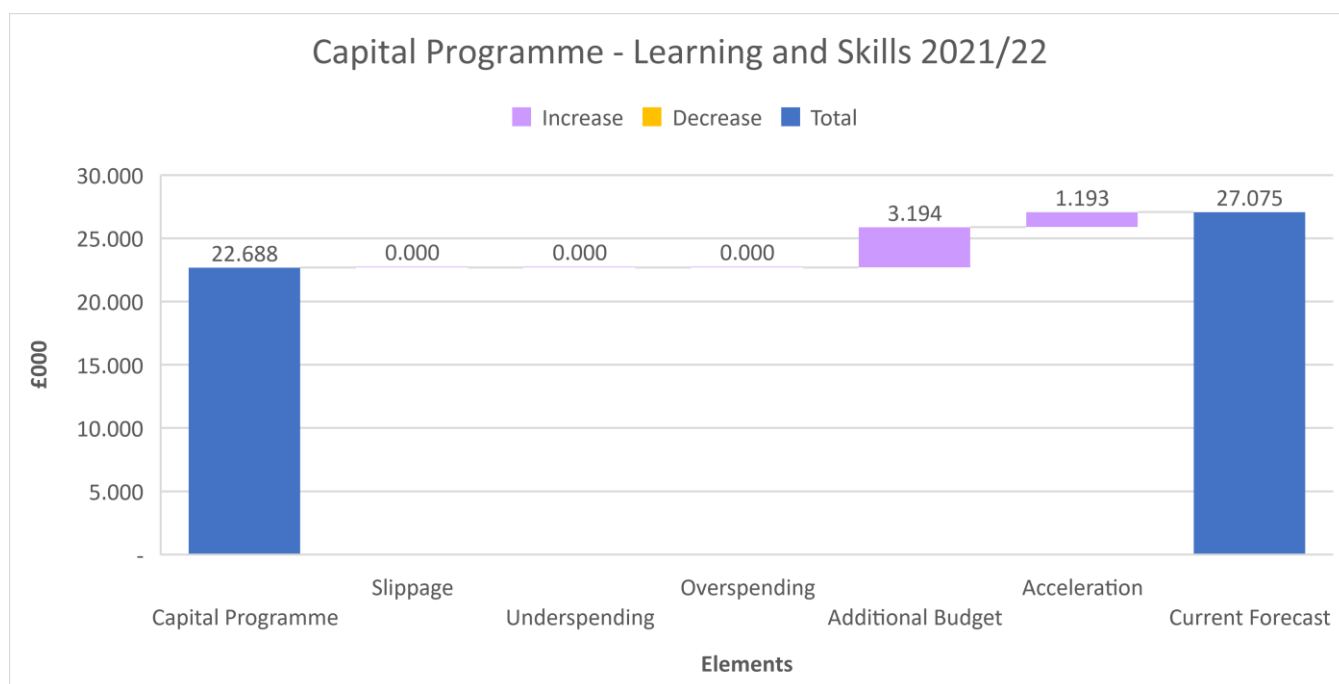
Performance Summary - Capital

6. There are 27 schemes within the portfolio; 17 of the schemes in delivery are rated green, indicating that the project is reporting to plan. Seven are rated at amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team. Three are rated as red, indicating that there are significant issues with the schemes, requiring corrective action. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th September	Reason	RAG Status at 13th October	Updated Position
Edward Bryant Special Support Centre	AMBER	Landscape proposals to be updated following meeting with school. Revised feasibility proposals delayed. Risk of project not meeting completion date.	AMBER	Communication with Trust and School good and project progressing at good pace.
Maidenbower Infants - Special Support Centre	AMBER	Programme to be reviewed identify options to save time. Planning may not be required.	AMBER	Surveys are currently underway at the site.
Parklands Primary	RED	Further defects discovered following acoustic testing. Scope and impact to be assessed.	RED	Ongoing defect management.
QEII Silver Jubilee School	RED	Revised programme awaited from contractor.	RED	Contractor being actively chased to understand why there are delays.
S106 Infrastructure Budget Programme	AMBER	Estimated programme costs exceed available S106 funding. Programme to be prioritised to deliver within budget.	AMBER	Prioritisation being managed within the programme.
S106 Lindfield Primary - Design Stage	AMBER	Programme timescales challenging and programme costs currently unconfirmed.	AMBER	Initial options and designs shared with school. Feasibility Study due to be issued this week.
S106 Slinfold - Design Stage	AMBER	Delays because of additional options being explored.	AMBER	Business Case to include options including allocation of further S106 funding.
St Margaret's Special Support Centre	AMBER	RIBA Stage 2 cost estimates over budget due to increased construction costs due to market factors.	AMBER	Updated Business Case under consideration.
West Park School Special Support Centre	AMBER	RIBA Stage 2 cost estimates over budget due to increased construction costs due to market factors.	AMBER	Updated Business Case under consideration
Woodlands Meed College	RED	Concerns regarding quality leading to delay and potential cost to revisit design.	GREEN	UPDATE 09/11/2021 - A Key Decision has been published to award a contract for the Woodlands Meed College New Build Project.

Finance Summary - Capital

7. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £19.506m for 2021/22. £3.182m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £22.688m.
8. Since this time, the profiled spend has increased overall by £4.387m, to give a current year end projection for 2021/22 of £27.075m. Of this increase, £1.193m relates to projects where funding has been accelerated from future years and £3.194m relates to additional funding; specifically, £2.149m of government grants, £0.745m of Section 106 allocations and £0.300m of school contributions.



9. Details of movements of the financial profiling within the capital programme are as follows:

- **Additional Budget: £3.194m**

- **School Capital Maintenance Grant - £2.149m.** Final grant notification from the government has been received awarding West Sussex a higher settlement than estimated in the original capital programme.
- **Steyping - S106 - £0.600m.** Approval has been granted for £1.572m S106 funds to be allocated to support Steyping Grammar Schools redevelopment. £0.600m is anticipated to be spent in 2021/22.
- **The Forest School - £0.300m.** The Forest School has contributed £0.300m for further works and therefore the budget has been increased in line with the contribution.

- **The Forest School All Weather Pitch - £0.100m.** Approval of £1.080m funding from Section 106 is allocated to enable the provision of an All-Weather Pitch, with £0.100m profiled to be spent in 2021/22.
- **Tanbridge House All Weather Pitch - £0.045m.** Approval of £0.457m funding from Section 106 is allocated to enable the replacement of the current All-Weather Pitch, with £0.045m profiled to be spent in 2021/22.

- **Acceleration: £1.193m**

- **Northern Arc, Burgess Hill - £0.969m.** Approval of £3.215m funding from Schools Basic Need Grant to enable the design for a new secondary school to be undertaken. £0.969m is profiled to be spent in 2021/22.
- **QE11 Special School - £0.224m.** Increased costs have materialised due to the original contractor withdrawing from the scheme, which led to the works going back through the tender process.

10. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

Risk

11. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register.

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Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

- The Fire and Rescue Service is currently undergoing a second full inspection from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The inspection will focus on the three pillars of efficiency, effectiveness and people with a particular look at how well we have responded to the recommendations from the last full inspection.
- The Community Risk Management Plan (CRMP) is in the final stages of preparation before the full consultation document is published on the 15th November. There will be a consultation platform utilising the WSCC Your Voice Engagement Hub which will be the primary engagement tool for both the consultation process and final CRMP content.
- The Horsham Fire Station and Training Centre project is back on track after resolving some final contractual issues which means that work on the site can start as early as November 2021. The project is likely to take up to 18 months to complete.
- This last quarter has seen a continued low number of accidental dwelling fires (ADF) and injuries. ADFs form a key focus of our prevention activity and these latest low numbers are a reflection of the continued work of our teams to ensure that the most vulnerable are kept safe from fire.
- Staff sickness remains very low in the Fire and Rescue Service which in the context of the pandemic is a positive reflection on the support and intervention provided by the service. We have recently changed occupational health provider and launched a service wide well-being app all to ensure that we continue to give the best support to staff to keep them well at home and work.
- The Resettlement Team played a vital role at short notice in the immediate provision of clothing, toiletries, baby care supplies and other essential items to support Afghan nationals and UK citizens arriving in the UK without any personal belongings during the evacuation from Kabul Airport, Afghanistan. Alongside work to procure supplies, packaging parcels and distributing to families during their quarantine period the team worked with partners to ensure that urgent health and wellbeing needs, especially for babies and pregnant women, were addressed. The team have also been working hard and at pace to secure properties in West Sussex for relocation of Afghan families under the Afghan Relocation and Assistance Policy Scheme. It has been successful in securing a number of properties, meeting Home Office expectations, that will be ready for accommodating families later in the year.
- During this quarter the Library Service delivered a successful Summer Reading Challenge with 8,423 children taking part. It brought families back into our libraries and 2,372 children became new library members.

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Customers unable to visit libraries received a total of 376 deliveries of books and other resources via the Essential Delivery Service (EDS).

- To keep West Sussex residents Safe Against Scams the West Sussex Community Safety & Wellbeing Team alongside Trading Standards have been [running free monthly scams awareness webinars](#) for residents to attend.
- Registration services continue to be very busy with 1,435 Ceremonies delivered and 2,182 notices of intent taken. Many of these ceremonies had been postponed multiple times due to the pandemic. Death appointment availability remained good during the quarter with progress made to clear the backlog of births accumulated during the pandemic with approximately 180 babies over six weeks remaining to be registered (down from 437 end of Q1).
- At the beginning of July, the Registration Service moved into new offices located within the refurbished Worthing Library which gives much improved facilities. The Shoreham office reopened in September and plans are underway to return to Midhurst and Bognor in early November.
- Trading Standards have been helping food businesses prepare for 'Natasha's Law' which came into effect on 1st October. The rules require businesses to provide full ingredient lists and allergen labelling on foods that are prepared and packed for sale on same premises.

Our Council Performance Measures

Community Support, Fire and Rescue		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
3	Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme. Measured cumulatively in each financial year, from 1st April. Reporting Frequency: Quarterly, Reported a quarter in arrears.	1,750		Jun-21	Sep-21		The pandemic has continued to impact the type of work that is either required or possible, and inspecting officers have carried out remote and tabletop audits where premises remained inaccessible. We have sent out communications and letters to premises outlining what actions they should be considering as they remain open to the public. Officers have continued to support other Protection core functions, which account for over 50% of the department activity. This includes building regulation consultations, licensing applications and other forms of inspections.	The target of 1750 visits per year is based on a full department staffing model which we are currently operating below. Our key priority is to increase audit activity and we will achieve this through continued recruitment to bridge the staffing gap, ensuring a full competence and capability structure. Several appointments have been made, however a full complement of staff has not yet been achieved. Interest in recent recruitment campaigns was lower than anticipated so we will further explore broadening our opportunities to increase the applicant numbers received for vacancies within our succession planning cycle.	R
			New Measure - No Data	208	468	↗			
10	Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor. Measured cumulatively in each financial year, from 1st April. Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.	4,000	Mar-21	Jun-21	Sep-21		At the end of Q2 we were 23% below our half yearly target of 2000 visits. As we move into Q3 the shortfall has decreased slightly to 20%. We attribute this to the remedial actions taken, including the creation of new referral pathways and building on existing ones. Staff based at fire stations have been undertaking reactive post-incident activity as well as proactive referral generation activity and this is having a positive effect. A recent workshop where station based referral ideas and tactics were shared across the response team, will support this upward trajectory in referral generation. Referrals for a Safe and Well Visit have increased by 200% since Q1. The pandemic continues to have an impact with a vast reduction in referrals and requests for Safe and Well Visits with vulnerable people nervous about allowing services into their homes. Low numbers of visits is not a problem unique to West Sussex, our neighbouring Services have indicated that they too are seeing significantly lower numbers than usual. With the interventions and increased activity we remain confident that we will meet our target.	Work continues with our partners, particularly health and social care, to increase referrals for Safe and Well Visits through an introduction from a trusted partner. We are also about to offer existing customers a revisit and we are looking at using incident data to further generate visits. Now that Covid restrictions have been relaxed operational crews are able to undertake work in their local communities and have been using data to target their activity to areas where most vulnerable residents live. We have already seen some excellent examples of focussed activity following small fires that have generated a number of referrals and generally helped the fire service engage back into local communities.	R
			2,998	780	1,561	↗			
42	Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly, Reported a quarter in arrears.	89.0%	Mar-21	Jun-21	Sep-21		Following six quarters of strong performance in meeting first fire engine attendance standards we had a significant drop this quarter. Q2 saw a significant reduction in Retained Duty System (RDS) availability which would have impacted this measure. At the start of Q2 a trial for the full implementation of a new operational Dynamic Cover Tool commenced. This tool is used to continually maximise average response times across the entire county. Reading across the three attendance time measures, and carrying out detailed analysis of all incidents where we failed to meet our response time, indicates that the standby moves undertaken to maximise countywide availability had a positive impact but could not fully mitigate the consequences of the drop in RDS availability on our attendance to critical fires.	As part of the trial of the Dynamic cover tool a full report on Q2 performance response is being produced. In this report attendance time failures are being examined to identify reasons and action plans created to address any patterns. This will be available for scrutiny and inform discussions with Joint Fire Control to propose actions to fine tune the tool and it's use by our fire control operators if required. Further actions are being undertaken to increase RDS availability which will have a positive impact on this measure.	G
			89.1%	93.1%	82.5%	↘			

43	Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly, Reported a quarter in arrears.	80.0%	Mar-21 81.5%	Jun-21 76.9%	Sep-21 75.7% ↓	Despite the significant reduction in retained availability there was only a small reduction in the overall countywide attendance to critical special service incidents. At the start of Q2 the Dynamic Cover Tool trial was implemented. This is designed to assist control room operators in ensuring that the resources that are currently available are always in the best place to maximise overall response times. It would appear that the use of the dynamic cover tool has been effective in mitigating the overall reduction in retained availability with respect to critical special service calls.	As part of the trial of the Dynamic cover tool a full report on Q2 performance response is being produced. In this report attendance time failures are being examined to identify reasons and action plans created to address any patterns. This will be available for scrutiny and inform discussions with Joint Fire Control to propose actions to fine tune the tool and it's use by our fire control operators if required. Further actions are being undertaken to increase RDS availability which will have a positive impact on this measure.	A
4	Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a proactive intervention from the Trading Standards Service Reporting Frequency: Quarterly	100.0%	Mar-21 82.0%	Jun-21 82.0%	Sep-21 82.0% →	This area of work had been affected by Covid-19 with regards to the restrictions that have been in place around carrying out face to face visits.	We are now initiating face to face interventions again and at the end of September were also therefore able to recruit a second Protecting The Vulnerable Officer, on fixed term contract to help with the back log of visits moving forward.	R
33	Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	Mar-21 5.45m	Jun-21 1.48m	Sep-21 2.93m ↑	We are continuing to see higher than normal levels of demand for eBooks and virtual library services, evidence of some customers making greater use of online services which they found through lockdowns.	Not applicable.	G
34	Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic Reporting Frequency: Quarterly, Accumulative	35,000	Jun-20 34,000	Jun-21 58,230	Sep-21 59,097 ↑	A further 867 people reached and supported via the West Sussex Community Hub in July to September 2021. This count excludes the Local Tracing Partnership (LTP) contacts. The increase is relatively small compared to earlier quarters as there have been no mass communications by letter or email to the Clinically Extremely Vulnerable cohort.	Not applicable.	G

[Website link to Our Council Performance Measures here.](#)

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (<i>Covid-19 position is reported in Appendix 2</i>)	£6.206m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£6.206m)	
Fire – Additional costs within the Electronic Services Group and other related pressures including the Dynamic Cover Tool	£0.300m	Communities – Increased demand for registrar's services	(£0.100m)	
Fire - Increased pressure from supply of enhanced tactical PPE firefighter uniforms	£0.125m	Communities - Staffing vacancies within Trading Services and Communities teams	(£0.165m)	
Fire - Increase in overtime within the Fire Response Service	£0.075m			
Communities – Additional cost following work undertaken on long inquests	£0.152m			
Communities – Increase in mortuary contract	£0.075m			
Community Support, Fire & Rescue Portfolio - Total	£6.933m		(£6.471m)	£0.462m

Significant Financial Issues and Risks Arising

2. There are no significant issues to raise within this section.

Financial Narrative on the Portfolio's Position

3. The Community Support, Fire and Rescue Portfolio is currently projecting a £0.462m overspend. During the second quarter of the year, a number of pressures, totalling £0.300m, have emerged within the Fire and Rescue Service, including additional costs relating to the Electronic Services Group and related costs associated with the Dynamic Cover Tool.
4. Communities have also experienced some additional pressures during the quarter. £0.125m of additional costs relating to Assistant Coroners working on inquests are included within the projection, alongside a £0.075m increase in the contract cost of the Mortuary Service. These pressures have been mitigated by £0.165m of staffing vacancies and £0.100m of expected additional income generated by the Registrar's Services following an increase in demand for ceremonies as a direct result of the easing of Covid-19 restrictions during July.

Savings Delivery Update

5. The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	September 2021		Narrative	2022/23
Communities - Increased income from Registrars Services	150	150	G	Saving is now on track to be made following the easing of Covid-19 restrictions in July.	G

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Development of adapted Library Service offer in conjunction with Parish Councils	70	70	G	Discussions with Parish Councils are continuing to deliver this saving on a long-term basis; however, in year mitigations have been found.	A
Increased income from copy certificates for Registrars' Services	150	150	G		G
Removal of Community Initiative Fund (CIF)	140	140	B		B
Review of Partnerships & Communities Team	70	70	B		B
Review of agency staff	8	8	B	Saving is now on track to be made following the easing of Covid-19 restrictions in July.	B

Savings Key:

R Significant Risk	A At Risk	G On Track	B Delivered
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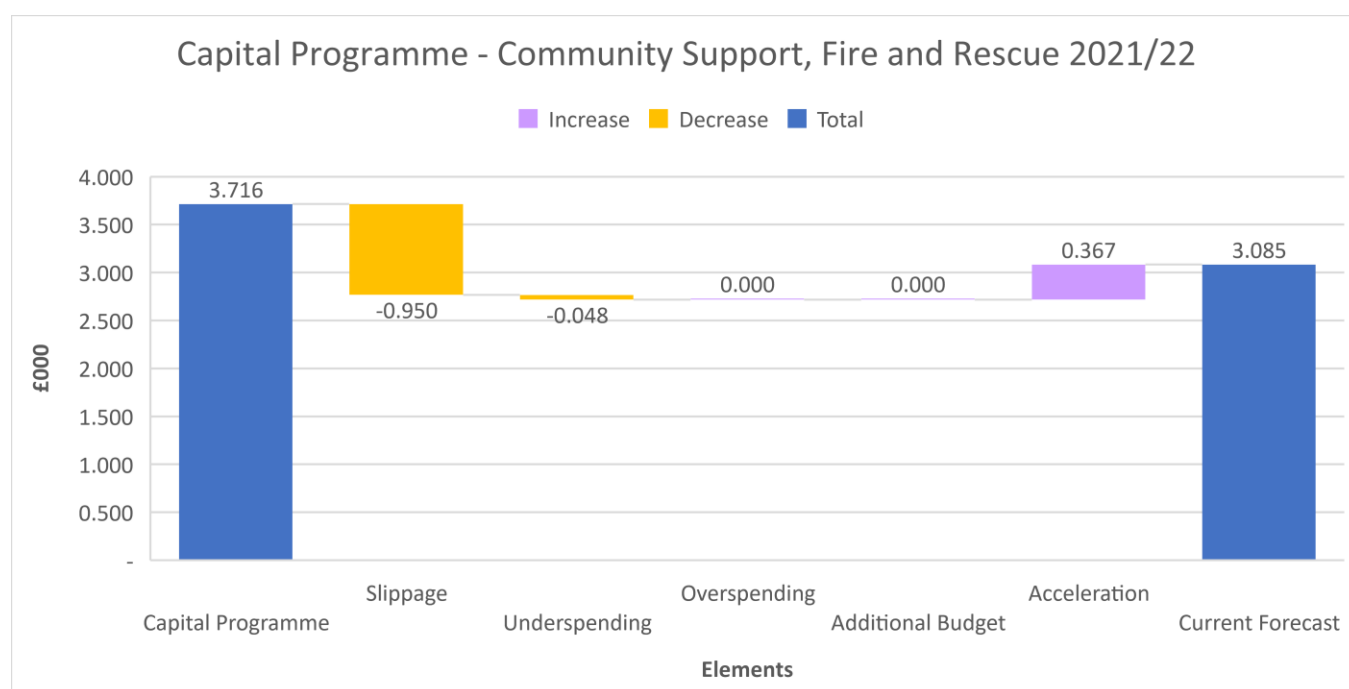
Capital Programme

Performance Summary - Capital

6. There are five schemes within the portfolio and all five schemes in delivery are rated green, indicating that the schemes are reporting to plan.

Finance Summary - Capital

7. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £3.645m for 2021/22. £0.071m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £3.716m.
8. Since this time, profiled spend has decreased overall by £0.631m, to give a current year end projection for 2021/22 of £3.085m. Of this decrease -£0.950m relates to slippage, -£0.048m relates to underspending within current projects and £0.367m relates to projects where funding has been accelerated from future years.



9. Details of movements of the financial profiling within the capital programme are as follows:

- **Slippage: (-£0.950m)**
 - **Fire Fleet – (-£0.950m).** To ensure the long-term fleet replacement programme meets future service needs, a period of time is being taken to enable the correct decision making; therefore £0.950m has been slipped into future years.

- **Underspending: (-£0.048m)**

- **Library Self Service Terminals – (-£0.048m).** The project has completed with a small underspend. The funding will be returned to fund future capital schemes.

- **Acceleration: £0.367m**

- **Worthing Community Hub - £0.367m.** The project is expected to complete in 2021/22, therefore funding from future years has been accelerated in line with the project completion date.

10. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

Risk

11. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR60	There is a risk of failing to deliver the HMICFRS improvement plan , leading to an adverse effect on service delivery; which may result in failing any subsequent inspection.	15	15

12. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

Environment and Climate Change Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

- The County Council has awarded a contract, in partnership with District and Boroughs, to EV infrastructure specialists Connected Kerb to fund, install, market and operate EV charge points across the county. Contract mobilisation is underway with installations expected to start in Spring 2022.
- In the second quarter of 2021/22, the County Council reduced its carbon emissions by 26% compared to 2019/20 levels. For the 2021/22 year to date, total emissions compared to 2019/20 have reduced by 16%.
- £0.357m of grant funding has been secured from Salix to produce Heat Decarbonisation Plans for 50 corporate properties. These will be completed by March 2021, supporting future decarbonisation planning and grant applications.
- The 2021 round of the Solar Together Scheme has been launched with over 7,200 expressions of interest received so far. More than 400 installations have been completed to date from the 2020 round. The 2021 installations will be delivered by local renewable energy businesses.
- A decision was taken to proceed to public consultation on the permanent adoption of the Recycling Centre Booking Scheme; this will commence in November.
- The operation of the Recycling and Waste handling Contract which covers Recycling Centres, the Ford MRF and Transfer Stations has smoothly transitioned from Viridor to Biffa after Biffa complete the acquisition of that part of Viridor's business on the 1st September.
- Phase two of the 1-2-3 kerbside collection trial in partnership with Arun District Council has been launched in parts of Littlehampton town centre; aimed at testing the system with a higher proportion of flatted and multi-occupied residences.
- A new three-year contract (with up to two years extension) contract to collect recycling and waste from 232 schools across the county has been awarded. Schools have the option to opt in or out of the contract; currently, around 80% are opted in.

Our Council Performance Measures

Environment and Climate Change		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
22	Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC) Reporting Frequency: Quarterly, Accumulative. Showing Previous Data Annually	30,521 CO2te	2020/21	Jun-21	Sep-21		Small reductions have been recorded across the heat and power demands of the Estates compared to the previous year, heightened by decreased carbon content of energy imported from the national grid. Changes in our ways of working following Covid-19 remain the primary driver of reductions compared to the baseline year of 2019/20. Due to the reduced demand for heat over the summer months, power demand was the primary emission source during this quarter. Next quarter's colder months will see a return of heat demand as the primary emission source.	Corrections to some emissions data from corporate administration sites are anticipated to take place shortly, which will likely result in a minor increase to recorded Q2 2021/22 emissions. Any changes will be reflected during the next quarterly report.	G
			30,206 CO2te	6,002 CO2te	9,957 CO2te	↗			
23	Household waste recycled, reused or composted (CC) Reporting Frequency: Quarterly, Reported a quarter in arrears.	54.0%	Sep-20	Mar-21	Jun-21		Performance is only marginally under target and strong given the pandemic has generally resulted in elevated household waste volumes. The data used to calculate this rolling annual figure still includes periods during which significant covid-related restrictions on personal mobility were applied. Recycling from the kerbside for quarter 1 2021/22 has decreased slightly from the same period in 2020/21, whereas recycling through our Recycling Centres (RCs) has increased significantly, partly due to the comparison period including spring 2020 when centres were closed for several weeks and the recycling market demand for soil and waste wood has been buoyant, so stockpiles have been run down.	Not applicable.	G
			51.0%	53.1%	53.8%	↗			

[Website link to Our Council Performance Measures here.](#)

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (<i>Covid-19 position is reported in Appendix 2</i>)	£0.503m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£0.503m)	
Projected unit price increase on energy tariffs, affecting corporate buildings.	£0.400m	Reduction in waste tonnages	(£0.200m)	
		Increase in recycle income	(£1.300m)	
		Projected underspend on corporate utility usage – (reduced usage within Corporate buildings)	(£0.300m)	
		Estimated additional Solar and Battery Farm income due to an increase in unit prices	(£0.400m)	
Environment & Climate Change Portfolio - Total	£0.900m		(£2.703m)	(£1.800m)

Significant Financial Issues and Risks Arising

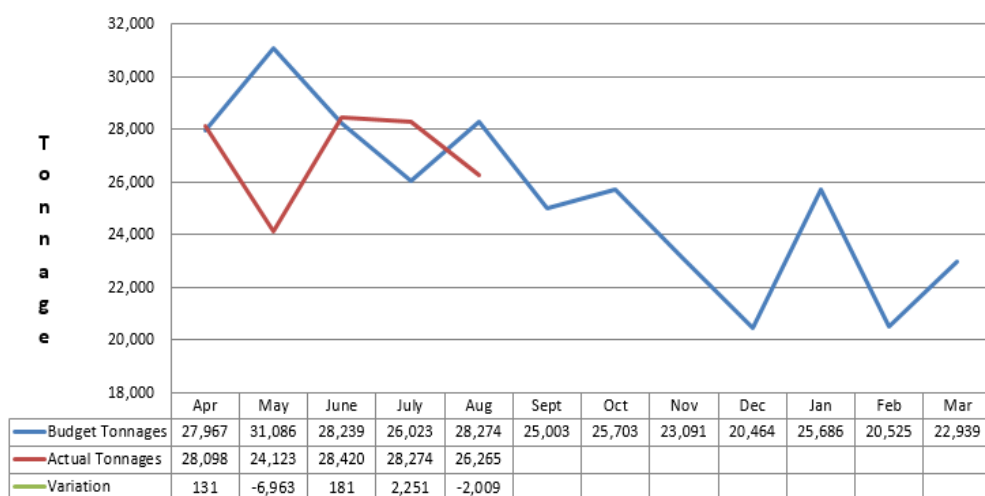
2. There are no significant issues to raise within this section.

Financial Narrative on the Portfolio's Position

3. The Environment and Climate Change Portfolio is currently projecting a £1.8m underspend.
4. Waste volumes at Household Waste Recycling Sites are around 4% below the budgeted tonnage levels so far this year. Adverse weather conditions along with the easing of Government restrictions may have reduced waste producing activities. As at August, the Material Recycling Facility (MRF) has received 3,500 tonnes more waste than planned due to the increase in household waste recycling collected at the kerbside, in part, due to continued home working arrangements. Overall, the waste disposal tonnage volumes are around 4% above budget. Currently, a £0.2m underspending on waste services is projected.
5. Recycling income rates have continued to increase during the second quarter, although it should be noted that this market is volatile in nature and is impacted by global events and uncertainties. Due to the continued increase in the value of recyclable material, a £1.3m increase in income is projected.
6. As most County Council buildings continue to operate with a reduced occupancy, an estimated £0.3m underspend on utilities has been reported.
7. Increases of around 5% on energy prices were estimated for the corporate estate from October 2021, however the actual rises are confirmed as 20% on electricity and 40% on gas. The County Council purchases its energy through the LASER Energy Buying Group, and it is important to note that the hedging strategy adopted by LASER has resulted in an estimated 40% cost avoided on prevailing power prices and estimated 52% on prevailing gas prices. It is expected that the additional increase in energy process will result in a £0.4m pressure.
8. The value of energy sales from our Solar and Battery Storage Farms has been increasing steadily since the latter part of 2020/21 and has seen sharp upward movement during September. At this stage of the year, we are forecasting £0.4m of additional income in this area. Should values continue to increase, income in excess of this figure is likely to be achieved. It is important to note that, corporately, any gain in income from the solar projects could be offset by the increased cost in corporate utilities arising from the higher unit rate.

Cost Driver Information

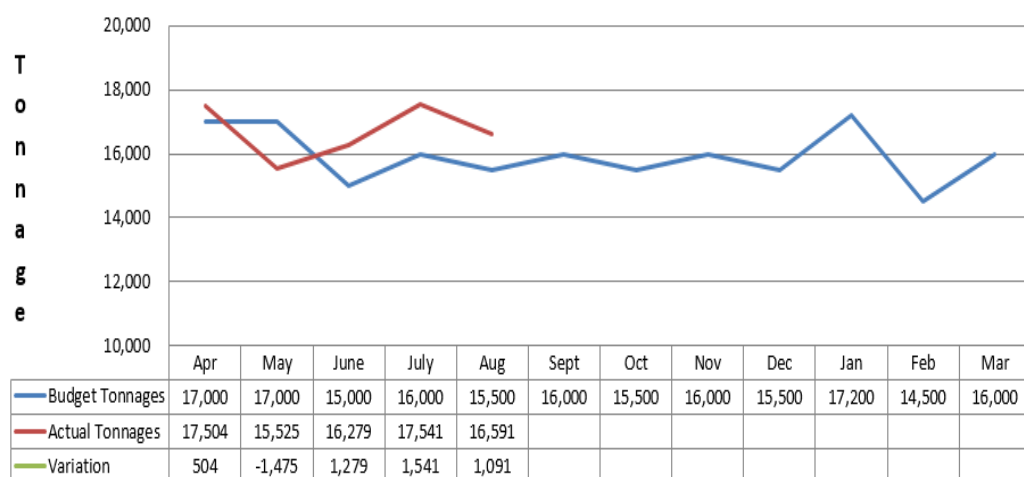
Contract Handling Fee Tonnage (HWRS & Transfer Stations) 2021/22



This graph shows tonnages received at the Household Waste Recycling Sites (HWRS) and Transfer Stations.

The tonnages received to date shows a total reduction of around 4% versus expected for the year to date.

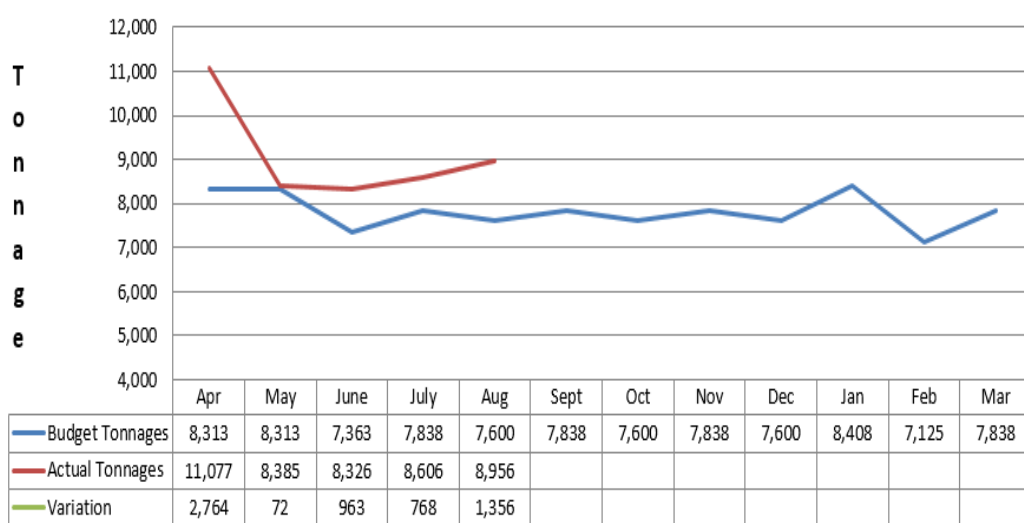
Monthly Tonnage Profile and Actual Waste Entering the MBT and Waste Sent Direct to Landfill 2021/22



Waste is transferred to the Mechanical Biological Treatment Centre (MBT) with a small proportion directly sent to landfill, as the waste is not suitable for treatment through the MBT.

This graph demonstrates tonnes sent to the Warnham Mechanical Biological Treatment site for each month compared to the forecast profile.

Monthly Profile and Actual Waste Tonnage Converted into RDF 2021/22



This graph shows the Refuse Derived Fuel (RDF) production compared to the estimated levels.

RDF levels remain around 15% above expectation during the early part of the year but significantly lower than the late 2020/21 levels of around 35%.

Savings Delivery Update

9. The portfolio has a number of 2021/22 savings included within the budget. Details of these savings are included in the table below:

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Review Countryside Fees and Charges	20	20	G		G
Community support for the mobile Household Waste Recycling Sites (HWRS)	50	50	G		B
Restructure of Waste Prevention budgets	128	128	B		B
Restructure of Electricity Budget	190	190	B		B
Development of battery storage site	100	100	A	The development of Halewick Lane is unlikely to yield the expected income this financial year, however other smaller projects are expected to mitigate this delay in income.	G
Charge for monitoring travel plans	50	50	G	New charge unlikely to deliver additional income until 22/23 due to timescales associated with developer agreements. Shortfall is currently mitigated through over-achievement of other planning income within the budget.	G
Review of agency staff	2	2	B	Saving is now on track to be made following the easing of Covid-19 restrictions in July.	B

Savings Key:

R Significant Risk **A** At Risk **G** On Track **B** Delivered

Capital Programme

Performance Summary - Capital

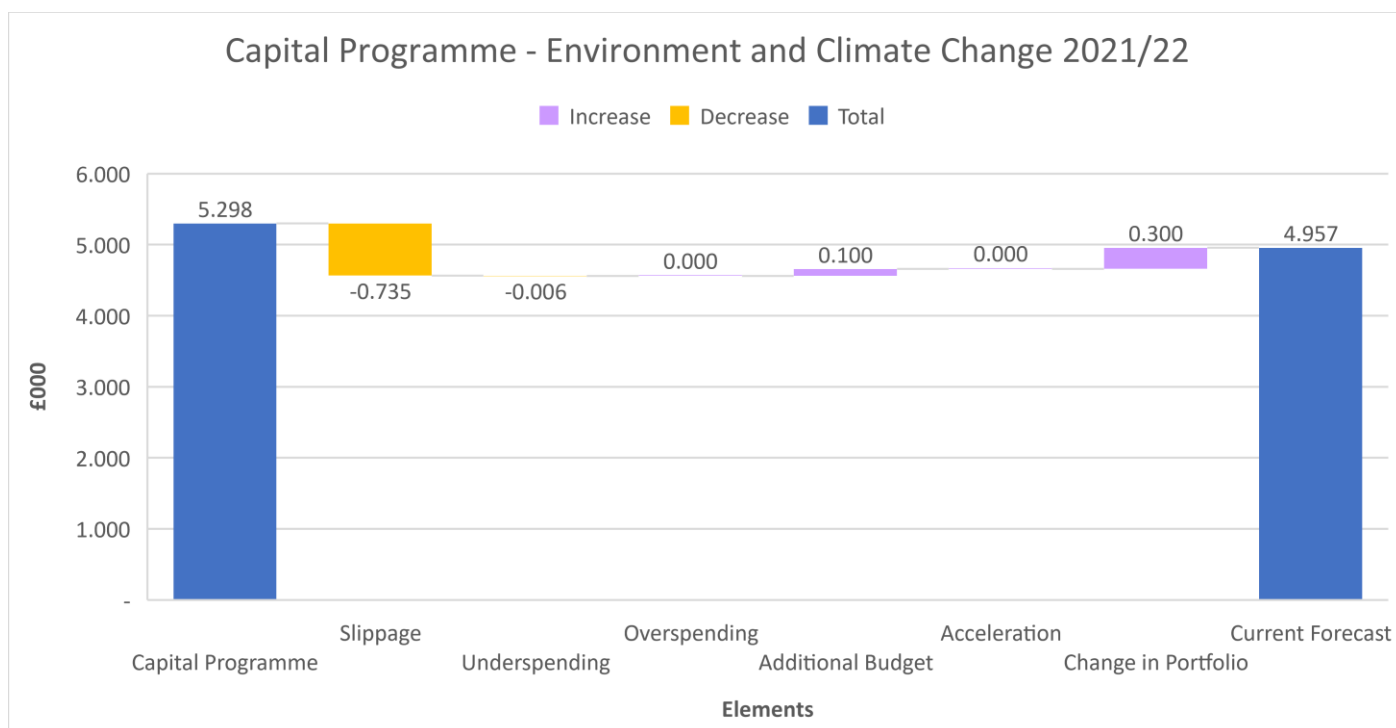
10. There are eight schemes within this portfolio; five of the schemes in delivery are rated green, indicating that the project is reporting to plan. Three are rated amber, indicating that there is an issue but that it could be dealt with by the project manager or project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

Agenda Item 4 Annex B

Scheme	RAG Status at 30th September	Reason	RAG Status at 13th October	Updated Position
Battery and Solar Storage Programme Design	AMBER	No tender submission for the consultancy support required for the Baystone Farm project were received.	AMBER	Currently considering options for an open procurement method (this may delay the appointment of contractors).
Schools Solar PV Installation	AMBER	Rectification of quality issues caused by one installer has caused some disruption to the programme.	AMBER	Remedial works in hand and compensation being sought. An alternative delivery route is being developed.
Waste – Fairbridge Site Japanese Knotweed	AMBER	Remediation delayed due to technical issues procuring provider.	GREEN	Contract awarded and initial eradication work now completed.

Finance Summary - Capital

11. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £4.613m for 2021/22. £0.685m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.298m.
12. Since this time, the profiled spend has decreased overall by £0.341m, to give a current year end projection for 2021/22 of £4.957m. Of this decrease, -£0.735m relates to slippage, -£0.006m relates to underspending within current projects, £0.300m relates to a change in portfolio responsibility and £0.100m relates to additional funding; specifically, additional government grant.



13. Details of the movements of the financial profiling within the capital programme are as follows:

- **Slippage: (-£0.735m)**

- **Your Energy Sussex Schools Solar Programme– £0.571m.** The projects within this programme which are attached to PFI schools require a longer lead-in time than initially expected due to third party governance processes. These projects are unlikely to be completed this financial year which has moved the plan into 2022/23. The projects remain on course to deliver the benefits identified.
- **Your Energy Sussex Battery Storage – £0.128m.** The Baystone Farm and Watery Lane projects have been reprofiled into 2022/23 following a project review. Both projects remain on course to complete and deliver the benefits identified.

- **Underspending: (-£0.006m)**

- **Your Energy Sussex – Bird Protection– £0.006m.** This project is close to completion with a small underspending identified. The underspend will go back into the Your Energy Sussex programme to fund future schemes.

- **Additional Budget: £0.100m**

- **Flood Management - £0.100m.** A project has been approved to delivery an upstream flood attenuation scheme in Angmering as part of the Flood Management programme of works. The whole project is fully funded by external sources with £0.2m from an Environment Agency grant and £0.1m from Section 106 developer contributions. £0.1m of the grant received is expected to be utilised in 2021/22.

- **Change in Portfolio: £0.300m**

- **Operation Watershed – £0.300m.** Portfolio responsibilities for operation Watershed have moved from Highways and Infrastructure to Environment and Climate Change.

14. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

Risk

15. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register.

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Finance and Property Portfolio - Summary

Performance Summary

1. The Portfolio has the following performance highlight to report this quarter:

- The County Council has secured new accommodation for staff following the closure of Centenary House -Worthing. The new property, Durrington Bridge House, has been leased to provide services and accommodation that meets the needs of the council now and in the future.
- Key decisions on contracts over £0.5m to include an appraised option for partnership working continues to exceed its 20% target. 83% of eligible contracts identified in the second quarter considered partnership working within the business appraisal options process.
- We are on target to reduce the square meterage of the County Council estate from 179,000m² to the year-end target of 170,000m². In September, the total operational property in use was 172,808m².

Our Council Performance Measures

Finance and Property		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
16	New tenders over the value of £500,000 include 'social value' criteria as part of the evaluation, in line with the Council's social value framework Reporting Frequency: Quarterly	40.0%	Mar-21	Jun-21	Sep-21		There were twelve eligible tenders over the value of £500,000 that required a Key Decision in the second quarter of 2021/22. Of these twelve, seven (58%) contained a social value consideration weighting of 10% and a further two with a weighting of 5% which would equate to 75% of our tenders in this second quarter contained a social value consideration. The second quarter saw a 8% increase in tenders with the 10% social value weighting compared to the first quarter.	Not applicable.	G
			20.0%	50.0%	58.0%	↗			
49	Square metres of operational property (e.g. offices, libraries, fire stations etc) that are in use Reporting Frequency: Quarterly	170,000 m ²	Mar-21	Jun-21	Sep-21		The target to reduce the sqm of the County Council estate is well on track to achieve the 5% reduction by March 2022.	Not applicable.	G
			179,000 m ²	179,000 m ²	172,808 m ²	↗			
50	The aggregated unit cost of our services compared to our statistical neighbours Reporting Frequency: Annually	N/A			2019/20		Our net expenditure £ per head of population in 2019-20 was £1,293. This was the second most expensive within our CIPFA statistical neighbour group. Data for 2020/21 is not expected to be available until December 2021	Not applicable.	A
			New Measure - No Data	New Measure - No Data	2nd highest out of 15				
52	For key decisions on contracts over £500,000 include an appraised option for partnership working to assess opportunities for efficiency Reporting Frequency: Quarterly	20%		Jun-21	Sep-21		There were twelve eligible contracts in the second quarter of 2021/22. Of these, ten (83%) considered Partnership working within the business appraisal options process. The second quarter saw a 28% increase in contracts that considered partnership working compared to the first quarter.	Not applicable.	G
			New Measure - No Data	55.0%	83.0%	↗			

[Website link to Our Council Performance Measures here.](#)

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (<i>Covid-19 position is reported in Appendix 2</i>)	£0.812m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£0.812m)	
Implementation costs of the delayed replacement of the Atrium property IT system	£0.100m			
Finance and Property Portfolio - Total	£0.912m		(£0.812m)	£0.100m

Significant Financial Issues and Risks Arising

- There are no significant issues to raise within this section.

Financial Narrative on the Portfolio's Position

- The Finance and Property portfolio continues to project a £0.100m overspend due to the replacement of the Atrium IT system which had originally expected to have been completed in 2020/21.

Savings Delivery Update

- The portfolio has a number of 2021/22 savings included within the budget and two saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	September 2021		Narrative	2022/23
Amazon business accounts	200	300	G	Saving to be met by via an alternative method. The full £0.3m saving is expected to be delivered through the Oxygen Early Payment Scheme, however due to timing delays, only £0.150m is realistically achievable in 2021/22 by this method. An in-year mitigation to cover the shortfall has been achieved.	G
Charging for frameworks	100				

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Asset & Estates holding of staffing changes	96	96	G	£0.030m is permanent and £0.066m is temporary for 2021/22 only.	B
Reduction in business rates payable on corporate estate	100	100	G		B
Facilities Management - associated services	40	40	G		B
Review of agency staff	7	7	B		B

Savings Key:

R Significant Risk **A** At Risk **G** On Track **B** Delivered

Capital Programme

Performance Summary - Capital

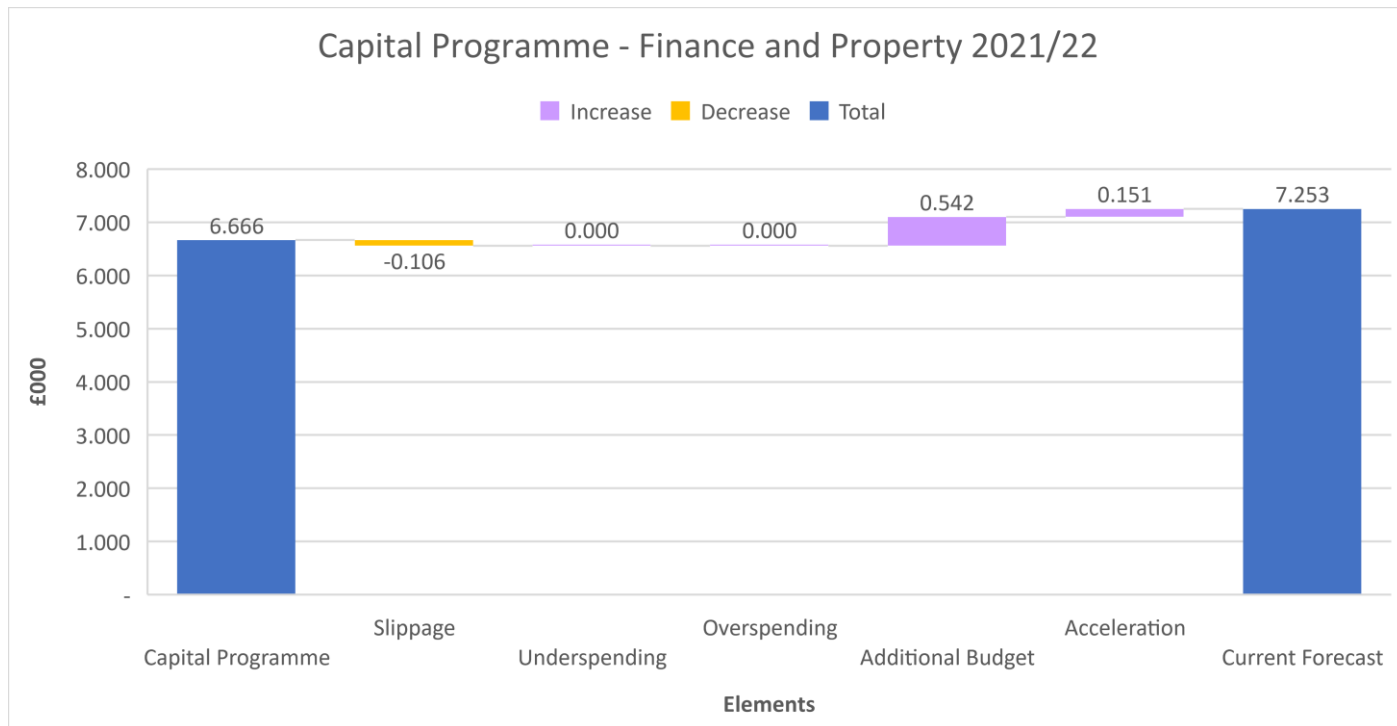
5. There are eight schemes within the portfolio; six of the schemes in delivery are rated green, indicating that the project is reporting to plan. Two are rated amber, indicating that there is an issue but that it could be dealt with by the project manager or project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th September	Reason	RAG Status at 13th October	Updated Position
Carbon Reduction	AMBER	Amber due to defects with Parkside Combined Heat and Power unit. Settlement with main contractor remains subject to agreement.	AMBER	Settlement with main contractor remains subject to agreement.
OPE/Growth Crawley Buildings Demolition	AMBER	Completion date slipped due to client requested shut down and additional asbestos removal.	GREEN	Demolition complete.

Finance Summary - Capital

6. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £8.837m for 2021/22. £2.171m of expenditure, originally profiled to spend in 2021/22, was accelerated into 2020/21, revising the capital programme to £6.666m.

7. Since this time, profiled spend has increased overall by £0.587m, to give a current year end projection for 2021/22 of £7.253m. Of this increase, -£0.106m relates to slippage, £0.151m relates to accelerated projects where funding has been brought forward from future years and £0.542m relates to additional funding; specifically, Covid-19 government grant. Details of these additions to the programme are reported below.



8. Details of movements of the financial profiling within the capital programme are as follows:

- **Slippage: (-£0.106m)**

- **Orchard Street - (-£0.106m).** Chimney closure and roof ventilation works have been delayed due to the pandemic. Expenditure has been reprofiled into 2022/23.

- **Additional Budget: £0.542m**

- **Chichester High School Demolition - £0.542m.** Additional funding has been approved from the County Council's Covid-19 grant to complete the demolition of the former Year 7 block at the Chichester High School site following its delay during the pandemic.

- **Acceleration: £0.151m**

- **Tangmere Track Repairs - £0.090m.** This scheme has been approved for urgent remedial works to be carried out to the worst affected areas of the track.
 - **Hop Oast Fencing - £0.061m.** Funding has been approved for the construction of a secure parking compound at Hop Oast Park and Ride.

This will facilitate the closure of Broadbridge Heath Depot and relocation of the WSCC Transport Team to co-locate with Horsham District Council at Hop Oast.

9. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

Risk

10. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR22	The financial sustainability of council services is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the Covid-19 crisis, and the recent Ofsted and HMICFRS reports.	12	12

11. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

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Highways and Transport Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

- Minor work schemes are currently all on track; over 50% are complete with the remaining all having set dates to commence within the year.
- Carriageway delivery programme is 80% complete, while additional works to resurface the A24, A264, and A2220 are 25% complete. All carriageway surface dressings are complete, with footway resurfacing being at 80%.
- Cyclical grass cutting schedules are entering the final overall cut phase and will be completed by December. Countywide weed spray programme has been completed. Our four-year optimised gully emptying programme is on schedule, and officers continue to deal with ad-hoc drainage issues as they arise.
- Ash Die Back works continue to be programmed and delivered on the highway and land owned by West Sussex County Council, with the specialist contract procurement on plan to deliver a new supplier for the new financial year.

Our Council Performance Measures

Highways and Transport		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
17	Length of new cycle paths across the County (CC) Reporting Frequency: Quarterly, Accumulative	7.5km per year	Mar-21	Jun-21	Sep-21		All schemes on this annual measure are due to be completed during Q3 and Q4.	Not applicable.	A
			5.1km	0.0km	0.0km	→			
18	Percentage length of A and B roads that require maintenance Reporting Frequency: Annually	14.5%	2019/20	2020/21	2021/22		There has been a slight increase (deterioration) in the KPI for this year for A+B roads but as the survey was carried out in early Spring of this year, this will not include any planned scheme deliveries for this year. This year sees a £17m investment in our carriageways which includes an additional £5m from corporate borrowing and a significant surface dressing programme, all of which will help towards achieving our targets.	Not applicable.	G
			13.6%	14.7%	15.6%	↘			
19	Highway defects repaired within required time scale Reporting Frequency: Quarterly	96.0%	Dec-20	Mar-21	Jun-21		Next update due in quarter 3 report. The performance of our Contractor in relation to speed of completing defects is still below that expected. This is primarily due to the Contractor having had problems delivering the service over the last 6 months due to resource issues and this leading to a backlog of defects that required fixing. In addition, we are seeing significantly higher levels of defect reporting than in previous years exacerbating the problem.	We have an improvement plan in place with Balfour Beatty.	G
			69.0%	66.6%	81.9%	↘			
41	Killed and seriously injured casualties per billion vehicle miles Reporting Frequency: Annually	107	2018/19	2019/20	2020/21		An Annual Indicator, with no updates as final data comes from a source outside West Sussex County Council. The change to a new accident recording system has meant it is not possible to directly compare KSI data with years prior to 2019. However, adjusted KSI figures, provided by the Department for Transport (DfT), suggests West Sussex is seeing a small year on year increase. The provisional KSI casualty data for the first 3 months of 2021 appears positive compared to the first quarters of the previous 5-years. KSI casualty groups, by travel mode, appear positive for the first 3 months. However, despite an increase in traffic volumes since the pandemic began, there is likely to have been an increase in the 'KSI rate per billion miles travelled'.	Our on-going road safety engineering schemes, education, training and publicity include: - Partnership with The Sussex Safer Roads Partnership, which promotes a wide range of behavioural change programmes. - Road Safety Facebook page, which allows us to engage with the community on road safety issues, run educational campaigns and generate discussion and dialogue between road users. - 13 locations were treated last year as part of an annual local safety programme that looks to make road improvements to areas that have historically higher number of road traffic accidents and includes signing improvements, resurfacing with high skid resistant materials, to altering junction layouts.	A
			110	121	127	↘			

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (<i>Covid-19 position is reported in Appendix 2</i>)	£1.286m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£1.286m)	
Pressure within Highways Maintenance	£0.560m	Reduction in reimbursement payments to bus operators in line with service mileage reductions implemented during the pandemic	(£0.450m)	
		Street Lighting PFI - low winter electricity prices	(£0.300m)	
Highways & Transport Portfolio - Total	£1.846m		(£2.036m)	(£0.190m)

Significant Financial Issues and Risks Arising

- There are no significant issues to raise within this section.

Financial Narrative on the Portfolio's Position

- The Highways and Transport Portfolio is currently projecting a £0.190m underspend.
- The Highways Maintenance budget is projected to overspend by £0.560m due to a number of pressures this year. These include increased reactive maintenance works to address defects (potholes), structural maintenance required to ensure statutory obligations are met, additional safety related tree works, and surveying of vehicle safety barriers and grass verges to inform future safety and remedial works.
- The English National Concessionary Travel Scheme is currently projected to underspend by £0.450m, where payments to bus operators have continued to be adjusted for reduced service mileages during the first half of the year. The outlook for the second half of the year is set against a backdrop of bus operators moving from Department for Transport (DfT) Covid support funding to new 'Bus Recovery Grant' funding, increasing fuel prices and, in some cases, emerging driver shortages. The DfT has asked Local Transport Authorities to continue to work with operators to support them during the transition back to reimbursement based upon actual journey numbers. It is expected that a tapered approach will be introduced from April 2022; the impact of the interim arrangements during the second half of this year is currently being assessed.
- An underspending of £0.300m is projected on the Street Lighting PFI budget, following the low electricity prices achieved through the corporate LASER contract last year. Prices have started to recover towards previously expected levels, with summer 2021 prices representing a 12% increase compared to last year. A similar level of increase to winter prices is factored into cost

projections, however, the actual rates secured through this part of the LASER contract will not be confirmed until later in the third quarter.

Savings Delivery Update

7. The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	September 2021		Narrative	2022/23
On street parking	300	300	A Covid19	Covid related pay and display income loss continued at a reduced level during the first half of the 2021/22 financial year.	G

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Review highway and transport fees and charges	200	200	G		B
Use of one-off funding to support highways and transport priorities	500	500	G	One year saving in 2021/22 only.	N/A
Reduced level of demand for concessionary bus travel scheme	400	400	G		B
Review the management of graffiti removal	50	50	G		B
On street parking	76	76	A	Uptake of parking permits in newly extended controlled parking zones is currently below the expected level, due to a combination of behavioural change and the impact of home working. To be monitored through the autumn as the return to the workplace increases.	A
Redesign processes for the delivery of highways schemes	50	50	G		B
Review of agency staff	21	21	B		B

Savings Key:

R Significant Risk **A** At Risk **G** On Track **B** Delivered

Capital Programme

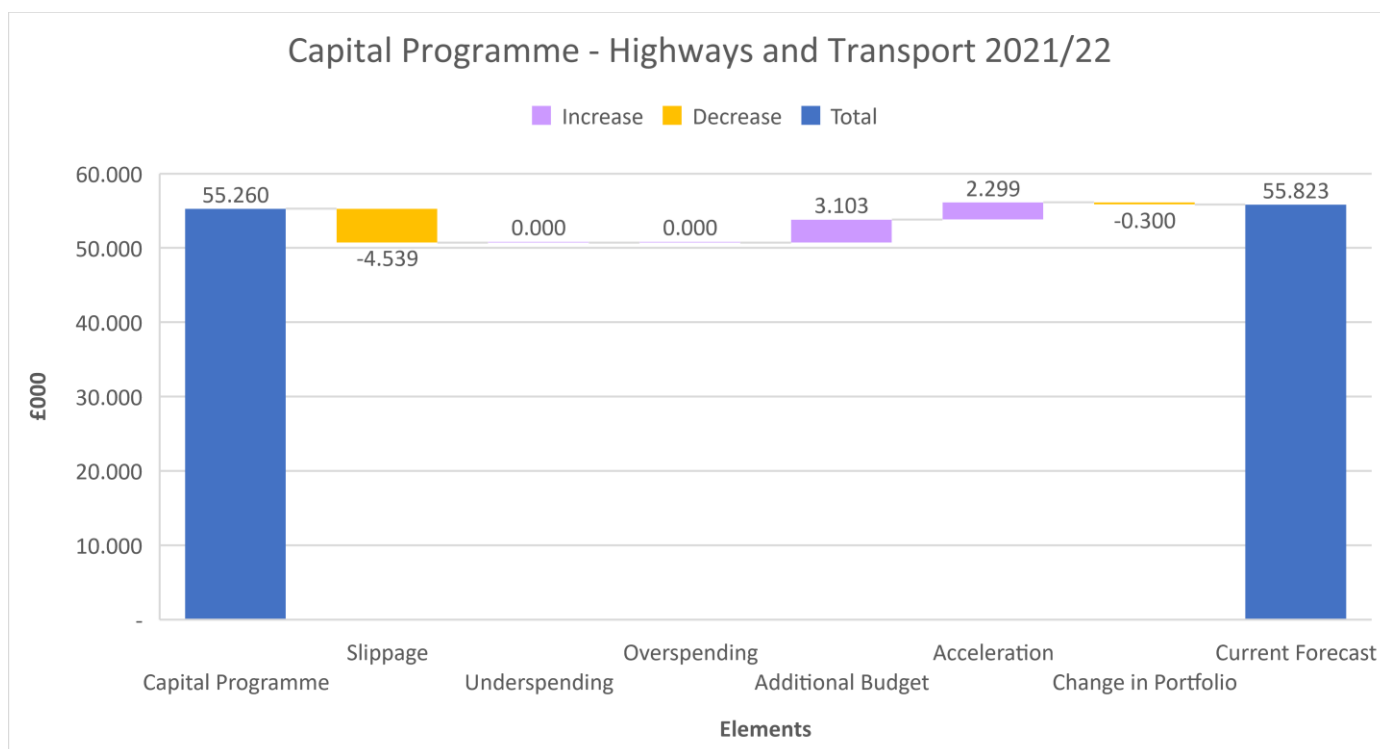
Performance Summary - Capital

8. There are 24 schemes within the portfolio. 22 of the schemes in delivery are rated green, indicating that the project is reporting to plan. Two are rated as amber, indicating that there is an issue but that it can be dealt with by the project manager or project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30th September	Reason	RAG Status at 13th October	Updated Position
A29	AMBER	Potential increase in costs due to land dedication and access issues alongside a high Target Price return.	AMBER	Options are being considered.
LED Streetlight Conversion	AMBER	Contract renegotiation and Deed of Variation subject to formal approval.	AMBER	The Deed of Variation is expected to be finalised in October 2021.

Finance Summary - Capital

9. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £54.659m for 2021/22. £0.601m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £55.260m.
10. Since this time, profiled spend has increased overall by £0.563m, to give a current year end projection for 2021/22 of £55.823m. Of this increase, -£4.539m relates to slippage, £2.299m relates to projects where funding has been accelerated from future years, -£0.300m relates to a change in portfolio responsibility and £3.103m relates to additional funding; specifically, additional government grant and other external funding.



11. Details of movements of the financial profiling within the capital programme are as follows:

- **Slippage: (-£4.539m)**

- **A29 - £4.539m.** Scheme is delayed due to submission of regulation 25 planning application and ongoing discussions about land dedication and access. Construction start date is now expected in September 2022.

- **Additional Budget: £3.103m**

- **Annual Works Programme - £3.004m.** Final grant notification from government has been received with West Sussex receiving a higher settlement than estimated in the capital programme. The capital programme has been updated accordingly.
- **A2300 - £0.096m.** A contribution from Homes England toward utilities diversion works prior to the construction of a new roundabout on the A2300 has been added to the capital programme profile.

- **Acceleration: £2.299m**

- **A2300 - £2.299m.** Scheme is now in delivery and progressing quicker than first anticipated, therefore profiling has been revised to align with the latest cost forecast from the contractor.

- **Change in Portfolio: (-£0.300m)**

- **Operation Watershed - (-£0.300m).** Portfolio responsibilities for Operation Watershed have moved from Highways and Infrastructure to Environment and Climate Change.

12. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

Risk

13. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register.

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Leader Portfolio (including Economy) - Summary

Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
 - Within the Gigabit Programme, our successful 'top up' to the national rural voucher scheme has seen us remain consistently within the top five performing local authorities, and this quarter we have issued more than 500 vouchers bringing our total 'top up' value invested to just over £3m. More than 2,000 premises have claimed a 'top up' and as a result more than 4,000 premises can become gigabit capable much sooner than if left to the commercial market. To date we have leveraged an additional investment of £3m into the county by The Department for Digital, Culture, Media and Sport.
 - Openreach has announced accelerated plans for commercial investment in the county including upgrading 23 rural exchanges and a £4m upgrade to Lancing's urban exchange by the end of 2026. CityFibre continues to build its £100m investment in fibre to the home services currently in Worthing, Crawley and Horsham. Commercial interest is being accelerated now that West Sussex has attracted the attention of all three main operators (Openreach, Virgin Media and CityFibre) in part due to our public sector network gigabit connectivity contracts.

Our Council Performance Measures

Leader	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
15	Enterprises supported to start, revive, innovate and grow Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.	1,500		Mar-21	Jun-21	Q2 results due in December 2021.	Not applicable.	G
			New Measure - No Data	950	833	A key focus of the Council's Economy Reset Plan is to provide support to enterprises; encouraging successful start-ups and helping established businesses to revive, innovate and grow. Existing support programmes have been refocused to provide responsive and relevant backing to businesses at this critical time. Of the 6 projects supporting this KPI, 3 are in delivery, The Track, Experience West Sussex and Business Hothouse, all progressing on target. The Digital Support Programme, Research and Innovation in Sussex Excellence (RISE) and Low Carbon Across the South East (LoCASE) projects are in final stages of preparation, with delivery on track to start in Q2. Despite the challenges of the pandemic, a strong start to the projects has achieved successful Q1 results and is encouraging for the year end projection.		
20	Percentage of premises able to access gigabit-capable connectivity by 2025 (working towards government target of 85% by the end of 2025) Reporting Frequency: Annually	20.0%	2018/19	2019/20	2020/21	Next update due March 2022.	Not applicable.	G
			4.5%	8.8%	21.2%	Working with DCMS (Department for Digital, Culture, Media & Sport) and working with suppliers within the county with plans for commercial build. An Open Market Review (OMR) has recently been completed to provide an up to date view from suppliers and allow the intervention area for Project Gigabit to be scoped.		
24	Number of growth deals in place with district and boroughs Reporting Frequency: Annually	6	2018/19	2019/20	2020/21	All six growth deals remain in place with our District and Borough Council partners. In the last quarter we have achieved the following outcomes: •Decision published for Burgess Hill Place and Connectivity phase one. •Completed the county building demolition in Crawley. •Started the delivery of eastern gateway in Crawley. •Portland road in Worthing remains on track for delivery in Spring 2022.	Not applicable.	G
			6	6	6			

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Leader Portfolio - Total	£0.000m		(£0.000m)	£0.000m

Significant Financial Issues and Risks Arising

- There are no significant issues to raise within this section.

Financial Narrative on the Portfolio's Position

- The Leader Portfolio is currently projecting a balanced budget.

Savings Delivery Update

- The portfolio has one 2021/22 saving included within the budget. Details of this savings is shown in the table below:

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
Review of Economy project budgets	100	100	G		B
Review of agency staff	1	1	B		B

Savings Key:

R Significant Risk	A At Risk	G On Track	B Delivered
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Capital Programme

- There are currently no capital projects for the Leader Portfolio.

Risk

6. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score	Comment/ Update
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 services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness.	25	15	Severity reduced due to success of ongoing mitigations.
CR70	There is an increasing demand placed on the senior officers due to the ongoing threat of Covid-19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with strategic/organisational issues , leading to poor decision making.	16	12	Risk severity reduced due to progress of ongoing mitigations and current Covid-19 situation. Risk tolerated and will continue to be monitored.
CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	8	8	
CR65	The review of corporate leadership, governance and culture recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	8	6	Risk severity reduced due to completed action and progress of ongoing mitigations. Risk tolerated and will continue to be monitored.

7. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

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Public Health and Wellbeing Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - **Local Authority Public Health Covid-19 Response.** Led by the Director of Public Health, management of the Council's pandemic response and recovery remains vitally important and is regularly assessed and reviewed to ensure ongoing, robust preparedness, flexing to the demands of the pandemic as it evolves. To control and manage the virus, mitigating risk, public health activity continues across many areas, including surveillance/intelligence, outbreak control/management, providing specialist public health advice, and tackling inequalities including access to testing and vaccination. As such, significant resource remains allocated to the Covid-19 response and is likely to continue into the winter and possibly beyond, depending on how the pandemic progresses.
 - **Events Research Programme – Goodwood Festival of Speed.** West Sussex Public Health worked in collaboration with the Goodwood Estate and key partners including Chichester District Council Environmental Health, Public Health England, and the Department for Digital, Culture, Media and Sport (DCMS), contributing to arrangements for the Goodwood Festival of Speed (8-11 July), a pilot event in Phase Three of the government's Events Research Programme. Goodwood has continued to implement many of the good practice measures, used as part of the pilot event, in the planning and delivery of their subsequent events such as Glorious Goodwood and Revival.
 - **West Sussex Wellbeing Programme.** [Future arrangements for the West Sussex Wellbeing Programme; an adult focussed prevention programme, have been agreed by the Cabinet Member for Public Health and Wellbeing as a Key Decision.](#) The continuation of the programme with a new partnership agreement between West Sussex County Council and district and borough councils across West Sussex, will be effective from 1 April 2022 for five years. This new agreement is an opportunity to review the current programme and to ensure future arrangements best meet the needs of our local communities, whilst continuing to follow national best practice and evidence. This will particularly address the impact of the Covid-19 pandemic on the health of our residents, their healthy life expectancy and health inequalities.
 - **Smoking Cessation Services.** Following the announcement of additional funding linked to the NHS Long Term Plan from NHS England to Integrated Care Systems (ICSs) in June 2021, WSCC Public Health Directorate team members have collaborated with managers in University Hospitals Sussex NHS Foundation Trust over the summer to further develop plans to implement inpatient and maternity smoking cessation services.

Our Council Performance Measures

Public Health and Wellbeing		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
5a	Uptake of flu vaccine in over 65s or at risk Reporting Frequency: Annually	75.0%	2017/18	2018/19	2019/20		2020/21 results due in August 2022. Eligible cohorts for 2021/22 increased to include over 50s and 4 additional cohorts in secondary school - all those from years 7 to year 11 will be offered vaccination.	Local NHS, Sussex Health and Care Partnership, are delivering the programme, which WSCC Public Health are supporting by promoting the uptake of the flu vaccination among all eligible cohorts by supporting the NHS Winter vaccination campaign locally via a wide range of communication channels with internal and external partners. WSCC is offering and promoting free flu vaccination to all WSCC staff who are not eligible for the free NHS flu vaccine, including school staff, teachers, Capita staff, and foster carers. Director of Public Health is member of Sussex wide COVID-19 and Flu Vaccination Board to support and promote uptake across the system including and bringing in local authority involvement and support. Consultant in Public Health is member of Sussex Vaccine Inequalities Group working across the system and for West Sussex to promote uptake in most vulnerable groups.	A
			72.9%	73.4%	74.2%	↑			
5b	Update of flu vaccine in 'at risk' groups Reporting Frequency: Annually	47.0%	2017/18	2018/19	2019/20		2020/21 results due in August 2022. Eligible cohorts for 2021/22 increased to include over 50s and 4 additional cohorts in secondary school - all those from years 7 to year 11 will be offered vaccination.	Local NHS, Sussex Health and Care Partnership, are delivering the programme, which WSCC Public Health are supporting by promoting the uptake of the flu vaccination among all eligible cohorts by supporting the NHS Winter vaccination campaign locally via a wide range of communication channels with internal and external partners. WSCC is offering and promoting free flu vaccination to all WSCC staff who are not eligible for the free NHS flu vaccine, including school staff, teachers, Capita staff, and foster carers. Director of Public Health is member of Sussex wide COVID-19 and Flu Vaccination Board to support and promote uptake across the system including and bringing in local authority involvement and support. Consultant in Public Health is member of Sussex Vaccine Inequalities Group working across the system and for West Sussex to promote uptake in most vulnerable groups.	A
			48.5%	49.1%	45.8%	↓			
6	Healthy weight of 10-11 year olds Reporting Frequency: Annually	69.8%	2018/19	2019/20	2020/21		The National Child Measurement Programme (NCMP) was delivered to Year 6 pupils during the Summer term 2021. The Office for Health Improvement and Disparities (OHID) will collate and publish national data - expected in December 2021.	Obesity is a complex issue affecting all ages, which emphasises the importance of the need for a family targeted approach, working across all age groups. WSCC Public Health are working in partnership with district and borough councils across West Sussex to maintain and develop services to support the populations' needs. NCMP took place only for Year 6 this year, but good uptake so will provide a good basis for ongoing and developing obesity work and is on schedule for both Reception and Year 6 next year.	G
			70.2%	70.4%	69.8%	↓			
31	Healthy life expectancy for men Reporting Frequency: Annually	66 (2018/19 Baseline Data)	2016/17	2017/18	2018/19		Next updates due February 2022 for 2019/20 results. Currently the values shown are the published data for the period 2017-2019, this does not take into account any impact from Covid-19, which may have worsened the position. The Council and local partners work hard to focus on reducing inequalities in the wider health system, however some drivers cannot be controlled, different elements impact on male and female life expectancy, and targets need to be realistic. As such, because the latest data (2017-2019) shows a difference in healthy life expectancy for men and women, it would not be realistic to set a single target for all residents. The Healthy Life Expectancy figures for the final year of the Council's Plan (2024/25) will relate to published data for 2021-2023; the target is to reverse the decline.	Nationally, women's Healthy Life Expectancy is worse than men and often for different reasons e.g. cancer type. We are looking to address this inequality in the county as with other approaches to inequality e.g. disadvantaged communities and minority groups. Work has been undertaken locally to detail the main causes of ill health, disability and death, and also the underlying risk factors, such as smoking, diet (including those high in salt, low in fibre and fruit and vegetables) and obesity. This work is informing a population level approach, agreed at West Sussex Health and Wellbeing Board and with local partners.	G
			65.8 Years	64.6 Years	66.0 Years	↑			
32	Healthy life expectancy for women Reporting Frequency: Annually	64.8 (2018/19 Baseline Data)	2016/17	2017/18	2018/19		Next updates due February 2022 for 2019/20 results. Currently the values shown are the published data for the period 2017-2019, this does not take into account any impact from Covid-19, which may have worsened the position. The Council and local partners work hard to focus on reducing inequalities in the wider health system, however some drivers cannot be controlled, different elements impact on male and female life expectancy, and targets need to be realistic. As such, because the latest data (2017-2019) shows a difference in healthy life expectancy for men and women, it would not be realistic to set a single target for all residents. The Healthy Life Expectancy figures for the final year of the Council's Plan	Nationally, women's Healthy Life Expectancy is worse than men and often for different reasons e.g. cancer type. We are looking to address this inequality in the county as with other approaches to inequality e.g. disadvantaged communities and minority groups. Work has been undertaken locally to detail the main causes of ill health, disability and death, and also the underlying risk factors, such as smoking, diet (including those high in salt, low in fibre and fruit and vegetables) and obesity. This work is informing a population level approach, agreed at West Sussex Health and Wellbeing Board and with local partners.	G
			63.6 Years	64.3 Years	64.8 Years	↑			
35	Number of people completing evidence-based falls prevention programmes Reporting Frequency: Quarterly, Accumulative	TBC					Q2 results will be available in November 2021 This is a new measure and as a result no previous data or baseline is available. Data will be provided by Districts and Boroughs. Once data is available targets for the next 4 years can be determined.	This is an important area, which has been impacted by Covid-19 since March 2020. It is likely that due to lockdowns and the need for the Clinically Extremely Vulnerable to shield, individual's mobility may have reduced, resulting in a change in need for this area. There is therefore a need to assess and review current falls prevention programmes, working with community and NHS partners to set a target for the next 6-12 months.	A
			New Measure - No Data	New Measure - No Data	New Measure - No Data				

[Website link to Our Council Performance Measures here.](#)

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£24.634m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£24.634m)	
Public Health and Wellbeing Portfolio - Total	£24.634m		(£24.634m)	£0.000m

Significant Financial Issues and Risks Arising

- There are no significant issues to raise within this section.

Financial Narrative on the Portfolio's Position

- The Public Health and Wellbeing Portfolio is continuing to project a balanced budget due to the expectation that any underspending within the ring-fenced Public Health Grant will be carried forward into 2022/23.
- The budget continues to be impacted heavily by the consequences of the Covid-19 pandemic. This is resulting in some underspending in areas of the service where expenditure is based on activity, such as health checks and sexual health. In addition, timing has not made it appropriate to plan to spend the £0.2m increase in this year's Public Health Grant that was announced in March.
- Whilst the outturn will depend on the level of service delivered in those areas which are demand-led, it is not unreasonable to expect underspending in the region of £2m. As ring-fenced funding, this will transfer into 2022/23 where it will add to the underspending of £1.2m brought forward from 2020/21.

Savings Delivery Update

- The portfolio has no named savings target for 2021/22, however it should be noted that there is a direct link to the Support Services and Economic Development saving – Use of Public Health Grant. Expenditure within the Support Services and Economic Development Portfolio that supports delivery of Public Health activities has been recharged against the Public Health Grant, therefore enabling the saving to be realised. This £1.2m saving is reported as on track 'green'.

Capital Programme

7. There are currently no capital projects for the Public Health and Wellbeing Portfolio.

Risk

8. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective appendices of this report. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register.

Support Services and Economic Development Portfolio - Summary

Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
 - The early return of the Capita IT contract concluded on the 30th September 2021. This transformative milestone saw the partial insourcing of IT Services functions back to the Council and commissioning of new services for modern Service Desk and End User Compute delivered by XMA Limited, as part of a newly forming IT ecosystem of strategic partners. Further changes will be delivered as IT Services modernisation progresses over the coming months.
 - The number of members who have completed training and identifying development needs has significantly increased this quarter, with 81% recorded as complete, as at the end of September. This is largely due to the roll-out of the Member Induction Programme which concluded over the Summer.

Our Council Performance Measures

Please note - the performance measures relating Economy are reported under the Leader (including Economy) Portfolio in **Section 8**.

Support Services and Economic Development	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
45	All member training and development needs identified and training completed within 12 months of 2021 election (future year targets and measures to be set by the Member Development Group) Reporting Frequency: Quarterly	100.0%		Jun-21	Sep-21	Following the core induction period (May to July) of the Member Induction Programme, the annual member development programme now provides further support and information to members to enable them to successfully fulfil their role as County Councillors. Mandatory training completion rates are: Code of Conduct 97%; Safeguarding 83%; Equality Duty 86%; IT Security and Data Protection 54%; Corporate Parenting 85%.	Completion of Training Needs Analysis (TNA) has continued with new councillors and it has been rolled out to returning members during September 2021. 87% of members have been offered and/or participated in a TNA, providing them with the opportunity to explore their personal development requirements. Member Development Group will consider mandatory training and also future member training and development plans at its meeting in October 2021. It will consider future targets and measures for this KPI at its meeting in December 2021.	G
			New Measure - No Data	67.6%	81.0%			
46	New Code of Governance published, assisting the public, staff and elected members to navigate the Council's decision making process Reporting Frequency: Quarterly	By 2021 elections				A new Code of Governance is due to be presented to the Council's Governance Committee in November 2021 for endorsement. It is proposed that this should become part of the Council's Constitution, subject to approval by the County Council in December 2021. This will provide clarity and transparency regarding the Council's decision-making process. Specific supporting guidance and training on decision-making for officers is being developed to complement the Code of Governance.	Measures of benefits for officers and members to be developed. Good Governance project on streamlined decision making underway includes workstream on Code and linked guidance. Various elements of task being collated for first iteration of overall Code followed by evaluation of use and impact.	A
			Qualitative measure - no data	Qualitative measure - no data	Qualitative measure - no data			

Agenda Item 4

Annex B

47	Leadership and management - percentage positive response to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously"	75.0%		Nov-20	May-21	Next results due November 2021. This question was introduced in November 2020. Getting the best from our people – Leaders will create a culture that values staff and will have the skills and knowledge required to lead and support teams and individuals through a coaching style of leadership to encourage accountability, innovation and creativity. Benefits to staff: They are a clear sense of purpose, and staff feel valued and treaded with integrity and experience a higher sense of wellbeing. Benefits to residents: Those closest to the point of service delivery inform leadership thinking and decision making Progress: An improvement in positive responses to this question has been seen across the organisation since the previous Pulse Survey – 73% to 82%.	Development of our new coaching pathway - Support for Managers & Leaders to undertake relevant professional qualifications (E.g. ILM - The Institute of Leadership & Management, Coaching Professional) via the apprenticeship programme. - Creation of the West Sussex VIBE (Values, Behaviours and Expectations) outlining how our success is achieved not just by "what we do" but also "how we do it" and appropriate management and leadership development to embed this. - Facilitated reflective conversations with teams around their experience in the workplace and lessons learned.	G
			New Measure - No Data	73.0%	82.4%	↗		
48	Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues"	86.0%		Nov-20	May-21	Next results due November 2021. This question was introduced in November 2020. We have an inclusive and supportive culture, work in partnership and reward individual and team contribution. The views & concerns of staff, including those from underrepresented groups inform organisational learning & Improved employment experience. Benefits to staff: Staff feel supported and listened to and their individual contribution is valued which results in a higher sense of wellbeing. Benefits to residents: Services are more diverse and representative of the residents they support, staff are supported to work efficiently and effectively in support of residents. Progress: An improvement in positive responses to this question has been seen across the organisation since the previous Pulse Survey – 86% to 91%.	- The appointment of a new Diversity & Inclusion lead within The Human Resources & Organisational Development function to support senior leads across The organisation ensure all staff feel valued. - Directorate and Organisational Engagement Sessions on focussed topics to ensure staff input into future ways of working. - on-going work with our staff Networks to ensure everyone has a voice and promote continuous improvement of The employee experience. - Dignity and Respect Kickstart project as part of The Human Resources People Framework exploring empowering solutions to support and improve employee voice. - Development of Dignity and Respect at work policy.	G
			New Measure - No Data	86.0%	90.6%	↗		
51	Percentage of digital services available from WSCC to support self-service	60.0%		Mar-20	Jun-21	With further transactional services added to this measure, we anticipate we will continue to achieve this target at the end of the year.	Not applicable.	G
			New Measure - No Data	62% pre-covid data	65.0%	↗		

[Website link to Our Council Performance Measures here.](#)

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (<i>Covid-19 position is reported in Appendix 2</i>)	£0.342m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£0.342m)	
2021/22 savings at significant risk – HR Redesign, review of mileage, allowances and apprenticeship levy and a small element on Communications Redesign	£0.432m	Other minor variations	(£0.084m)	
Additional staffing within Highways Customer Hub to cover seasonal workload pressures	£0.065m			
Support Services and Economic Development Portfolio - Total	£0.839m		(£0.426m)	£0.413m

Significant Financial Issues and Risks Arising

2. There are no significant issues to raise within this section.

Financial Narrative on the Portfolio's Position

3. The Support Services and Economic Development Portfolio is currently projecting a £0.413m overspend.
4. The HR Service redesign has been delayed following the expected imminent appointment of a permanent HR Director, therefore £0.290m of saving is now judged as at significant risk and is not expected to be achieved in 2021/22. Also, the £0.1m saving relating to a review of mileage, allowances and apprenticeship levy is also unlikely to be achieved this financial year. The service are working hard and are making progress, but the pandemic has halted the ability to recruit the apprentices originally envisaged. This £0.1m pressure has been mitigated by the service by reducing expenditure and holding staff vacancies.
5. In addition, the redesign of the Communications Team has been completed which has left £0.042m of the planned savings undelivered.
6. £0.065m of additional staffing has been required for the Highways Customer Hub to cover the increased seasonal workload pressures.

Savings Delivery Update

7. The Portfolio has a number of 2021/22 savings included within the budget. Details of these savings are included in the table below:

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
IT service redesign	500	500	G		G
Review of Democratic Support	108	108	G		
Reduction in professional fees to support One Public Estate (OPE) delivery	50	50	G	One year saving in 2021/22 only.	n/a
Digital Infrastructure - 1 FTE Vacancy Freeze	45	45	G	One year saving in 2021/22 only.	n/a
Reshaping communications offer	200	42	R	A small element of the initial savings target is currently unachievable.	R
		158	B		B
Reduction in corporate stationary requirements	100	100	G		G
Licencing savings following re-procurement of ERP Solution	400	400	A	Due to uncertainties in the implementation date of the Oracle system, it is unlikely that this saving will be achieved as originally envisaged in 2021/22. To offset this, a one-off opportunity to reduce IT expenditure in year is expected to mitigate this pressure.	A
Closure of Martlets Public Café	0	0	B	The Martlets café has now been closed.	B

Agenda Item 4 Annex B

Reduction in legal costs required for child protection cases	200	200	A	Last financial year there was pressure on the budget from the costs of a high number of childcare cases, it is too early to determine whether the same budget pressures will exist in 2021/22 and if this saving is achievable.	A
HR service redesign	300	290	R	Given the imminent appointment of a permanent HR Director, it was not appropriate to undertake this restructure during the year.	R
		10	B	Saving delivered on corporate contract.	B
Public Health – use of uncommitted Public Health Grant/other changes within existing contracts	1,210	1,210	G		G
Review of mileage, allowances and apprenticeship levy	118	18	B		B
		100	R	The pandemic continues to impact our ability to achieve this saving in year. Work is on-going to recruit apprentices to enable this saving to be realised in 2022/23.	A

Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

Capital Programme

Performance Summary

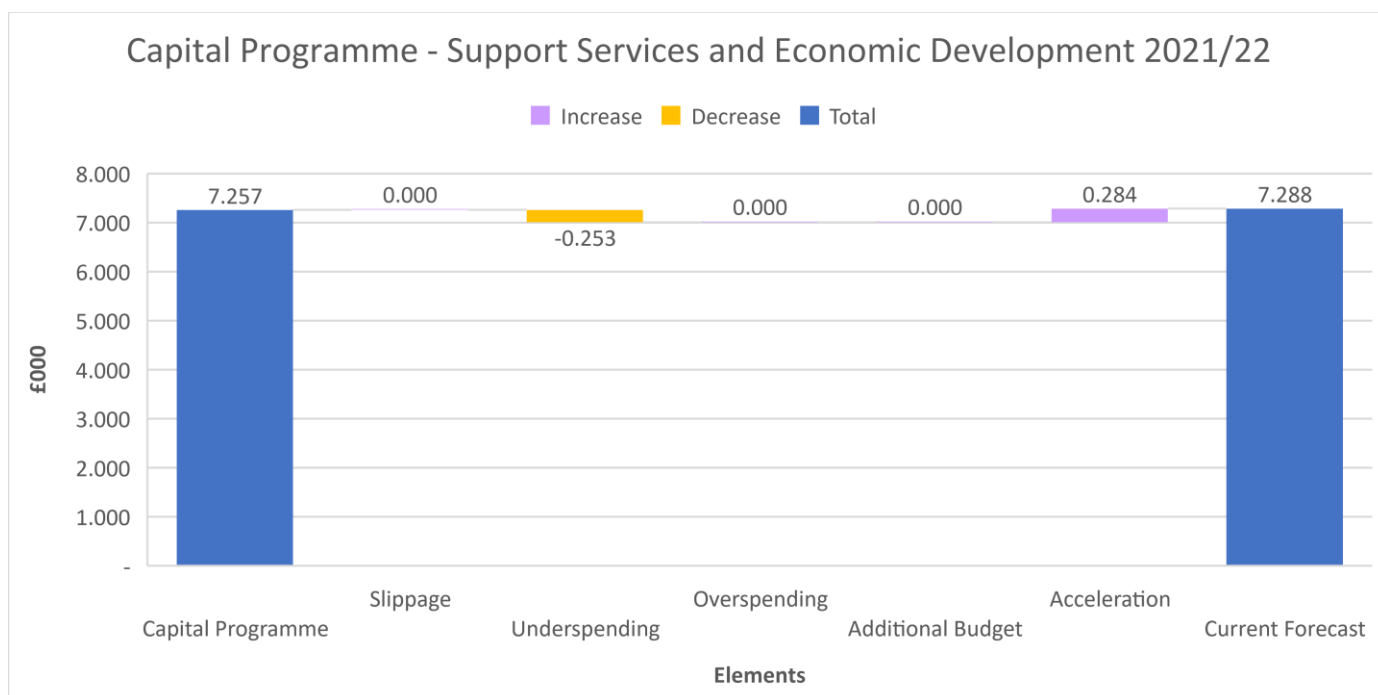
8. There are 10 schemes within the portfolio. Nine of the schemes in delivery are rated green, indicating that the project is reporting to plan. One is rated amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 30 June	Reason	RAG Status at 10th August	Updated Position
Worthing Growth Programme – Portland Road	AMBER	Worthing Borough Council have advised that the April 2022 date is no longer achievable due to the Christmas close-down period	AMBER	Action plan to recover slippage and complete by May 2022 to be reviewed.

Finance Summary

9. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £7.358m for 2021/22. £0.101m of expenditure, originally profiled to spend in 2021/22, was accelerated into 2020/21, revising the capital programme to £7.257m.
10. Since this time, the profiled spend has increased overall by £0.031m, to give a current year end projection for 2021/22 of £7.288m. Of this increase, -£0.253m

relates to underspending within current projects and £0.284m relates to projects where funding has been accelerated from future years.



11. Details of movements of the financial profiling within the capital programme are as follows:

- **Underspending: (-£0.253m)**
 - **Gigabit – (-£0.253m).** This project has completed; therefore, the remaining funds have been returned to fund other projects that deliver economic benefits.
- **Acceleration: £0.284m**
 - **Converged Fibre - £0.284m.** The project has progressed quicker than first anticipated and therefore funding has been accelerated in line with the current work timelines.

12. The latest Capital Programme Budget Monitor is reported in **Appendix 4**.

Risk

13. The following table summarises the risks on the corporate risk register that would have a direct impact on the Portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
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 affect the mental and physical wellbeing (and emotional resilience) of staff which will lead to an increase in absences and poor service delivery to residents.	8	8
CR11	There is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems recruiting and retaining staff in key skills areas.	12	12
CR39a	As a result of failing to maintain and ensure the correct use of our security systems and protocols, there is a risk of a successful cyber-attack directly from external threats; or indirectly as a consequence of staff accessing unsafe links from external sources and unauthorised/insecure website browsing. This will lead to significant service disruption and possible data loss.	25	25
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.	9	9
CR50	WSCC are responsible for ensuring the health and safety at work of its staff and residents. There is a risk that if there is a lack of Health and Safety awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health and safety incident occurring.	9	9

14. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register.

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Precept	-509,476	-509,476	-254,738	0
Business Rates Retention Scheme	-79,257	-86,606	-28,880	0
Collection Fund Deficits	6,667	20,171	5,072	0
Covid-19 Expenditure Pressures Grant	-15,618	-15,618	-15,618	0
Covid-19 Income Loss Compensation	0	0	600	0
Local Council Tax Support Grant	-6,628	-6,632	-6,632	0
Local Tax Income Guarantee - Business Rates	0	195	65	0
Local Tax Income Guarantee - Council Tax	0	0	571	0
New Homes Bonus Grant	-2,352	-2,358	-1,179	0
Social Care Support Grant	-18,169	-18,169	-7,417	0
Total Financing	-624,833	-618,493	-308,156	0
	Approved budget ¹	Latest budget for year	Net spending to date	Projected outturn variation
Analysis of Expenditure	£000	£000	£000	£000
Portfolio Budgets				
Adults Services	209,543	209,113	74,568	0
Children and Young People	130,808	131,794	62,721	500
Community Support, Fire and Rescue	40,724	41,213	17,590	462
Environment and Climate Change	60,813	60,926	27,176	-1,800
Finance and Property	23,624	24,067	13,987	100
Highways and Transport	36,577	36,517	15,805	-190
Leader	2,590	2,618	1,312	0
Learning and Skills	22,735	23,176	3,577	1,792
Public Health and Wellbeing	0	0	-9,544	0
Support Services and Economic Development	40,332	40,346	23,260	522
Sub-total	567,746	569,770	230,452	1,386
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	11,086	11,086	0	0
Capital Financing - Interest	17,848	17,848	9,652	0
Revenue Contribution to Capital - Business Rates Pilot	1,900	1,900	0	0
Revenue Contribution to Capital - Other	532	4,182	0	0
Investment Income	-2,970	-2,670	-962	0
Care Leavers Council Tax Support	25	0	0	0
General Contingency	6,400	6,400	0	0
Pay Contingency	2,200	2,200	0	0
Transfers to/(from) Reserves - Business Rates Pilot	-1,900	-4,212	-4,212	0
Transfers to/(from) Reserves - Other	21,966	11,989	11,989	0
Sub-total	57,087	48,723	16,467	0
Total Net Expenditure	624,833	618,493	246,919	1,386
Total Forecast Variation - overspending				1,386

¹ Approved portfolio budgets have been restated to reflect the changes to the Cabinet structure adopted following the local elections in May 2021

Memo: Contingency	£000
Original Budget (General & Pay Consolidated)	8,600
Available Contingency	8,600

Agenda Item 4

Appendix 1

Balances and Reserves	Balance at 31-Mar-21	Balance at 30-Sept-21	Projected Balance at 31-Mar-22	Projected Annual Movement	Comments on Projected Annual Movements
	£000	£000	£000	£000	
Earmarked Reserves:					
Adults & Health Pressures and Recovery	-4,700	-4,700	-4,700	0	
Ash Dieback	-1,200	-1,200	0	1,200	Plans for full utilisation of £1.2m balance on tree felling work in 2021/22 as per prior year outturn report.
Budget Management	-54,417	-53,546	-53,724	693	Net movement on collection funds and government grants
Business Rates Pilot Fund	-21,870	-17,658	-17,658	4,212	£1.9m applied to capital programme (Gigabit, Fibre, Infrastructure); £2.3m residual 2019/20 NNDR Collection Fund deficit.
Children First Improvement Plan	-2,285	0	0	2,285	£2.3m anticipated full application of 20/21 underspending carried forward to provide temporary improvement funding.
Covid-19 Fund	-6,972	-24,613	-15,923	-8,951	£15.6m Expenditure Pressures Grant, £6.6m Council Tax Support; £3.7m applied to capital, £1.0m Q1 income losses/hardship, £8.6m future spend.
Economic Growth	-2,059	-2,036	-1,648	411	
Elections Reserve	-600	0	0	600	£0.6m scheduled release of reserve to finance costs in local election year.
Highways Commuted Sums	-4,069	-4,667	-5,167	-1,098	£1.5m forecast sums receivable by Planning Services during year; assumed £0.4m applied to eligible Highways schemes.
Highways On-Street Parking	-1,921	-1,921	-1,421	500	On-street parking developments and eligible highways network expenditure expected to exceed income generated by £0.5m in year.
Infrastructure Works Feasibility	-1,436	-2,959	-401	1,035	Contribution of £1.5m by Finance and Property portfolio per approved budget; 2021/22 spend of £2.5m has been approved to date.
Insurance Reserve	-5,845	-5,845	-5,845	0	
Interest Smoothing Account	-2,254	-2,254	-2,654	-400	
Recycling & Waste PFI	-10,547	-10,347	-10,347	200	
Schools Sickness & Maternity Insurance Scheme	-1,771	-1,771	-1,771	0	
Service Transformation Fund	-13,569	-13,569	-6,864	6,705	Estimated £6.7m supporting transformation projects including Smartcore, Capita IT insourcing and Children's better use of technology.
Social Care Support Grant 2018/19	-1,517	-499	-499	1,018	£1.0m applied to Adults Services per approved budget.
Statutory Duties	-2,437	-2,437	-2,437	0	
Street Lighting PFI	-23,362	-22,920	-22,933	429	
Unapplied Revenue Grants	-1,045	-881	-953	92	
Waste MRMC	-25,364	-23,464	-23,464	1,900	£1.9m applied to Environment and Climate Change portfolio per approved budget for estimated in-year lifecycle expenditure.
Other Earmarked Reserves	-2,228	-2,122	-1,750	478	
Earmarked Reserves (Excluding Schools)	-191,468	-199,409	-180,159	11,309	
School Balances	-24,778	-24,613	-24,613	165	
Total Earmarked Reserves	-216,246	-224,022	-204,772	11,474	
General Fund	-20,286	-20,286	-20,286	0	
Capital Grants Unapplied	-55,031	-55,031	-15,628	39,403	Forecast net position of grants/contributions receivable for year and grants/contributions applied to capital programme (subject to slippage).
Capital Receipts Reserve	-4,789	-4,789	0	4,789	Anticipate full utilisation but subject to realisation of eligible transformational spend under flexible use of capital receipts strategy.
Total Usable Reserves	-296,352	-304,128	-240,686	55,666	

Covid-19 Summary - As At 30th September

Finance Summary

The cost of the Covid-19 pandemic to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2021. Some unspent grants from 2020/21 have been carried forward and are available to be utilised in accordance with grant conditions. It is expected that all the costs of the pandemic which are incurred in 2021/22 will be funded from government grants or from other income received from partners.

Table 1 details a projected forecast of Covid-19 expenditure and income for 2021/22 by portfolio. There is currently £10.1m of grant which is unallocated, however the ever-changing circumstances of the pandemic means that it is possible that all of the Covid-19 pandemic funding will be committed during 2021/22.

Table 1 – Covid-19 Expenditure by Portfolio

Portfolio	Projected Expenditure
Adults & Health	£12.587m
Children & Young People	£0.146m
Community Support, Fire & Rescue	£6.206m
Environment & Climate Change	£0.503m
Finance & Property	£0.813m
Highways & Transport	£1.286m
Leader	£0.000m
Learning & Skills	£1.919m
Public Health & Wellbeing	£24.634m
Support Services & Economic Development	£0.342m
Non-Portfolio	£4.775m
Total Projected Expenditure	£53.211m

Income Allocations (including grants carried forward from 2020/21)	Allocation
<i>Grant</i> - Covid-19 central government non ring-fenced grant	(£22.641m)
<i>Grant</i> - Other Covid-19 specific grants including: Contained Outbreak Management Fund, Local Support Grant, Infection Control, Home to School Transport and others.	(£41.204m)
<i>Grant</i> - Grant allocations expected/ awaiting final determinations including Income Loss Compensation Scheme and final summer term Home to School Transport grant.	(£0.432m)
<i>Other Income</i> – Covid-19 income estimated contribution from the Clinical Commissioning Group (CCG).	(£0.774m)
Total Projected Income	(£65.051m)

Committed 2022/23 Capital Contribution	£1.723m
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Total Remaining Unallocated Grant	(£10.117m)
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Covid-19 Key Decisions During 2021/22

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
Adult Social Care Infection Control and Testing Fund	Allocation of Infection prevention and control and rapid testing funding	Specific grant allocation	30 th April 2021	OKD75 (20/21)
Contain Outbreak Management Fund (COMF)	Proposal to utilise £6.018m of the total grant funding, of which £2.933m is to support activities by the West Sussex Districts and Boroughs, £0.665m is for homelessness prevention (Adults) and £2.419m is to support services for children and young people	Specific grant allocation	6 th May 2021	OKD78 (20/21)
Emergency Central Government Funding Allocation	Allocation of £0.542m to complete the demolition of the former Chichester High School Year 7 Building project following delays and loss of funding due to the pandemic.	County Council funding	08 th July 2021	FP02 (21/22)

Covid-19 Grant Funding Allocations 2021/22

A listing of available Covid-19 grant funding is shown in **Table 3**. This details the grants brought forward from 2020/21, confirmed new grants and estimates of new funding expected to be received.

Table 3 - Covid-19 Grant Funding Allocated to West Sussex County Council - as at 30th September 2021

Description	Brought Forward 2020/21 £m	2021/22 £m	TOTAL 2021/22 £m	Spending Plan
Unringfenced Grant:				
Covid-19 Central Government Non Ring-fenced Grant	7.0	15.6	22.6	To meet additional pressures arising from the pandemic and help continue to deliver frontline services .
Fire Contingency Fund	0.1		0.1	
Total Unringfenced Grant	7.0	15.6	22.6	
Specific/ Dedicated Grants (WSCC expenditure)				
Infection Control/ Rapid Testing	-	10.7	10.7	To support adult social care providers to reduce the rate of Covid-19 within and between care settings through infection prevention and control practices. It also enables additional rapid testing of staff and visitors.
Test and Trace	1.3		1.3	Led by WS Public Health, implementation of tailored outbreak control plans to reduce and manage the virus across the county.
Contain Outbreak Management Fund	19.3	4.0	23.3	To help reduce the spread of coronavirus and support local public health.
Additional Dedicated Home to School and College Transport	-	0.5	0.5	To provide sufficient transport capacity so children and young people can attend school and college safely and on time.
Winter Support Grant	-	0.8	0.8	To provide support 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.
Local Support Grant	-	2.3	2.3	To provide support 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.
Practical Support Framework	-	1.3	1.3	Support those in need with the cost of food, energy, water bills and other essentials.
Wellbeing for Education Grant	-	0.1	0.1	Additional funding for local authorities to support pupils' and students' wellbeing and psychosocial recovery as they return to full-time education.
Travel Demand Management Grant	0.1	-	0.1	Public transport support funding.
Bus Support Services Grant	-	0.3	0.3	To support bus operators to continue running services during lockdown (supported transport routes).
Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	0.5	-	0.5	Phase 2 (Revenue - indicative allocation) installation of temporary cycle lane provision.
Lateral Flow Testing		0.1	0.1	Funding to support lateral flow testing.
Total Specific/ Dedicated Grant	21.2	20.1	41.3	
Overall Total Portfolio Grants	28.2	35.7	63.9	
Other Ringfenced Grants - Capital:				
Capital Funding to Protect and Increase Travel Services (Emergency Active Travel Fund)	2.2	-	2.2	Phase 2 - Travel improvements.
Total Other Ringfenced Grant Outside Portfolio's and Capital Grants	2.2	0.0	2.2	
Overall Total Grants	30.5	35.7	66.2	
Additional ringfenced grant allocations to be confirmed/ allocated				
Additional Dedicated Home to School and College Transport		0.1	0.1	End of 2021 Summer Term funding.
Estimated Reimbursement of Lost Income Compensation Scheme	-	0.3	0.3	Final three months estimate (April - June) of partial reimbursement for loss of fees and charges following the closure of council services during the pandemic.
Estimated Portfolio Grants	0.0	0.4	0.4	

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Service Transformation

At the start of the year, the balance on the Transformation Reserve stood at £13.6m. Of this remaining funding, £9.5m has been earmarked to fund approved projects which are currently progressing. These projects include the SMARTCORE Programme, Insourcing and Procurement of IT Services Better Use of Technology within Children Services and other smaller projects.

SMARTCORE Programme

This programme is focused upon making business processes more efficient and economic through the replacement of the existing SAP system with Oracle Fusion.

The programme is based on a set of design principles that seek to establish a single source of truth for key data and information relating to Finance, HR, Payroll and Procurement and Contract Management Services; which will support strategic and operational decision making and planning, whilst also providing an opportunity to introduce productivity gains via business process improvements.

The council has an implementation partner and a data migration partner alongside Oracle to deliver the change and is supported by a number of specialist interim staff to support the programme.

After an extended review of the predesign phase of the project based on our increased understanding of the Oracle product the project is now increasing in pace with a planned implementation in the spring of 2023.

Insourcing and Procurement of IT Services.

The contract for IT services provided by Capita finished on the 30th of September as planned. The IT service now has a modern service model supporting the organisation with the right tools on first request which aid productivity and can adapt as business needs change. Greater focus on skills/training to get the best from the resources available. Thirty-one former Capita staff have now been integrated into the new operating mode.

Rather than a single supplier the council now has multiple suppliers, smaller and more specialist to support the IT Strategy and Council agenda. We are engaging shorter term outcomes-based contracts which can flex as digital markets evolve.

XMA Ltd are our supplier for the Information Technology Service Desk and End User Compute. Twenty-one former Capita staff moved to XMA to continue to deliver services to the County.

Some transformation activity will continue as the new service beds down over the coming months. It is anticipated the costs of transition will be contained within the agreed project budget of £2.750m. The transformed services will also deliver the anticipated budget savings of £0.750m per annum.

Better Use of Technology within Children Services

A decision was taken by the Cabinet Member for Children and Young People in August to procure a recording system for Children, Young People and Learning. This project is at an early stage and will support the transformation of the current recording systems in ensuring a coherent and connected view of an individual child through system consolidation and integration. The project will reduce the number of systems requiring support and maintenance and will make efficiencies and improvements to ways of working which will benefit children, families and staff. The planned completion date is the end of 2022/23

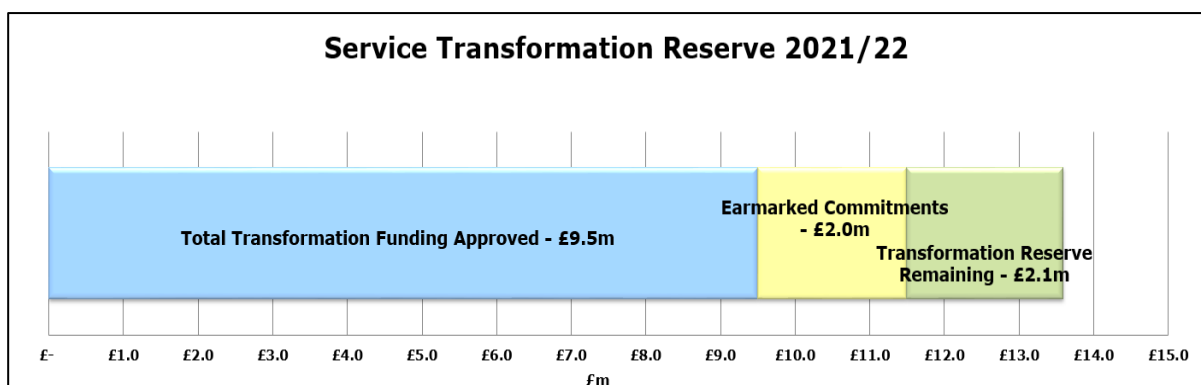
Future Projects – Earmarked Commitments

A number of new projects are currently being scrutinised through the Service Transformation Governance Process. Currently, £2.0m has been earmarked for these emerging plans. If all these funding requests are successful, the remaining unallocated funding within the Service Transformation Reserve will reduce to £2.1m. Further transformation projects are envisaged to improve the productivity of the council and the need for increasing the service transformation budget for projects will be considered as part of the budget process.

Table 1 – Service Transformation – Overview of Current Projects

Project	Total Project Budget Allocated	Spend in Prior Years (Pre-2021/22)	2021/22 Actuals at September 2021	Final Project Spend Forecast
Smartcore	£7,500,000	£2,526,224	£579,782	£7,500,000
Insource and Procurement of IT Services	£2,750,000	£473,667	£285,158	£2,750,000
Children's Better Use of Technology	£1,800,000	£0	£43,498	£1,800,000
Temporary Expansion of IT Project Team	£668,000	£373,840	£100,702	£668,000
Community Hub – Worthing Library Relocation (<i>Project completed in 2021/22. Awaiting final account.</i>)	£150,000	£78,747	£19,157	£150,000
Behaviour Science – Cornerstone (<i>2021/22 Final year of project.</i>)	£135,250	£101,500	£0	£135,250

Graph 1 – Service Transformation Reserve Position



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2021/22 CAPITAL MONITOR as at the end of September 2021

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
	21/22 In-Flight Capital Programme (February County Council)	21/22 Pipeline Capital Programme (February County Council)	21/22 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2020/21	Total 21/22 Revised Capital Programme	Actuals to Date	In-Flight Forecast for Remaining Period	Pipeline Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults Services	2,039	0	2,039	3,095	5,134	3,737	1,397	0	5,134	0
Children and Young People	60	940	1,000	417	1,417	95	1,322	0	1,417	0
Community Support, Fire and Rescue	2,845	800	3,645	71	3,716	780	2,305	0	3,085	(631)
Environment and Climate Change	3,613	1,000	4,613	685	5,298	1,047	3,910	0	4,957	(341)
Finance and Property	2,683	6,154	8,837	(2,171)	6,666	2,287	4,966	0	7,253	587
Highways and Transport	30,957	23,702	54,659	601	55,260	22,514	32,309	1,000	55,823	563
Learning and Skills	10,505	9,001	19,506	3,182	22,688	9,185	17,890	0	27,075	4,387
Support Services and Economic Development	5,335	2,023	7,358	(101)	7,257	2,390	3,982	916	7,288	31
Total Capital Programme	58,037	43,620	101,657	5,779	107,436	42,035	68,081	1,916	112,032	4,596

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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 services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness.	Chief Executive	1. Failing to deliver statutory duties.	Mar-20	5	5	25	Treat	5	2	10	Review and update business continuity and service critical plans.	CLT	ongoing	Business continuity plans periodically reviewed. To date there is sufficient resource to deal with challenges.	5	3	15	Oct-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	Work is in progress				
			6. Information not shared appropriately.									Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.	CLT	ongoing	To be captured in business continuity plans.				
CR70	There is an increasing demand placed on the senior officers due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with strategic/organisational issues , leading to poor decision making.	Chief Executive	1. Outcomes for residents not delivered	Aug-20	4	3	12	Tolerate	4	3	12	Continue to monitor service resource impact.	ELT	ongoing	Concerns raised through ELT	4	3	12	Dec-21
			2. Residents don't receive support needed.									Provision of support to services when required.	SMG	ongoing	Support requests raised through TMG and escalated to SMG if required.				
			3. Failing to deliver statutory duties																
CR71	As part of the 'new normal' WSCC staff will be expected to continue to work from home (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely effect the mental and physical wellbeing (and emotional resilience) of staff which will lead to an increase in absences and poor service delivery to residents.	Director of Human Resources & Org Dev	1. Increase in poor physical health of staff.	Aug-20	4	4	16	Tolerate	4	2	8	Mental health training and support (particularly for managers).	Health and Safety Manager	ongoing	Stress Management corporate guidance, mental health for managers e-learning series, adoption of mental health first aiders across the council and the employee assistance programme (EAP). Organisational drive to ensure managers undertake training.	4	2	8	Nov-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.																

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CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	Director of Law & Assurance	Ongoing	AGS actions approved November 2020 - updated and sent to RAAC March 21. 21/22 AGS actions approved and underway.	4	2	8	Oct-20
			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	There is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems recruiting and retaining staff in key skills areas.	Director of Human Resources & Org Dev	1. Over-reliance on interim and agency staff.	Mar-17	4	5	20	Treat	4	2	8	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.	4	3	12	Nov-21
			2. Lack of corporate memory.									Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements.	Head of HR Bus Ptr & Org Dev	Dec-21	Reward & Retention package for Children's Social Workers produced. Development of Workforce Plan being carried out as part of Children First Improvement Plan.				
			3. Inadequate pace/speed of delivery.									Development of comprehensive employee value proposition.	Head of Res Org Dev & Talent	Feb-22	Part of People Framework Action Plan, will be progressed once initial kick start projects are delivered.				
			4. Low staff morale and performance.									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.				

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CR22	The financial sustainability of council services is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis, and the recent Ofsted and HMIC FRS reports.	Director of Finance & Support Services	1. Insufficient government funding to deliver services.	Mar-17	4	4	16	Tolerate	4	3	12	Pursue additional savings options to help close the budget gap.	Director of Finance & Support Services	Ongoing	Savings developed as part of the budget process for 2021/22. A balanced budget was approved by Full Council in Feb 21 although ongoing pressures for future years remain. Preparations are being made to begin the process to develop a balanced budget for 2022/23. Good progress has been made with further discussions planned for September, ahead of Members Discussion in the autumn. Work has begun to link budget preparation with business plan updates.	4	3	12	Sep-21
			2. Adverse effect on reserves/balanced budget.									Monitor the use of additional funds made available to improve service delivery.			Ongoing	Improvement is monitored through the relevant service boards			
			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 PRR and MTFS as appropriate.			ongoing	The PRR 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 failing to maintain and ensure the correct use of our security systems and protocols, there is a risk of a successful cyber attack directly from external threats; or indirectly as a consequence of staff accessing unsafe links from external sources and unauthorised/insecure website browsing. This will lead to significant service disruption and possible data loss.	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	Dec-21
			2. The Council's reputation is damaged.									Maintain IG Toolkit (NHS) & Public Service Network security accreditations.			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)			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.			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.			Ongoing	Training needs assessment regularly undertaken, programme of education developed to ensure IS resources are appropriately skilled and corporate practices followed align to NCSC guidance's.			
												Transition to a controlled framework for process and practice.			Ongoing	IT service redesign to be carried out due to early return of ITO.			

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CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA	Head of 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	Oct-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 as required.				
			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	Nov-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 (completion date estimated for end-Sep 21). 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.				

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CR58	The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by COVID19, including the mandatory requirement for care staff to have a vaccination; however this also extends to WSCC staff requiring access to these facilities (i.e. Social Workers, OT), and contractors. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.	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	Nov-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 (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).			Regular communication (with a COVID19 focus) with care homes to identify risk areas early and support collation of financial information for government. Monitoring of deaths and Covid outbreaks in care homes. This action is reviewed and discussed weekly at WSCC IMT.				
			3. Financial implication of cost of reprovision following closure of services.									Financial analysis of high risk provision - due diligence checks.			Working with strategic contracts to identify key providers for more regular financial checks. Commissioning of sustainability blocks to deliver a level of financial stability.				
			4. Reduced capacity in the market as a result of failure of provision.									In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.			Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.				
			5. Delay for those residents who are Medically Ready to Discharge (MRD).									Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.			Regular contact with registered residential care providers enquiring about vacancies, and the Shaw bed booking system enables information on capacity for the Combined Placement and Sourcing team to utilise to support placements. Information on numbers of packages and placements being sourced is updated weekly and issues with capacity which are escalated to the weekly Capacity Oversight Group meeting. In times of capacity shortages action plans are developed to support improvements.				
			6. Non-compliance with Care Act.									Administration of central government funding to provide financial support to the sector.			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. Further DHSC Infection Control and testing funds have been made available until end September 2021.				
			7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.									Regular review of care homes business continuity arrangements to address government vaccination directive.			Engagement to include supply chains/contractors requiring access to ensure maintenance schedules are reviewed and adjusted if necessary.				
			8. Adverse impact on Health and Social Care system.																

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CR60	There is a risk of failing to deliver the HMIC FRS improvement plan , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.	Chief Fire Officer	1. Reputational damage	Apr-19	5	4	20	Treat	5	2	10	Ensure robust project and programme governance in place and monitor delivery.	Chief Fire Officer	ongoing	The FRS has received a further Inspectorate Causes of Concern revisit. This revisit is the first time that the HMICFRS has specifically focussed on reviewing progress against all the causes of concern. The subsequent report from the Inspectorate, which have been shared with the FRS Scrutiny Committee at it’s June meeting, highlights that the governance and scrutiny arrangements are now more effective than the last time that the service had a revisit and that significant progress has been made on the causes of concerns. It was made clear that that in the next inspection, which is planned for September 2021, further assessment of progress will be undertaken against these recommendations.	5	3	15	Nov-21
2. Corporate Governance Inspection																			
3. Legal implications of not delivering statutory services																			
4. Increased risk harm																			
CR61	A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	Executive Director of Children, Young People and Learning	1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged.	Jun-19	5	5	25	Treat	5	2	10	Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention.	Executive Director of Children, Young People and Learning	Ongoing	Improvement activity continues to be embedded within the social work teams. The management assessment programme is now being implemented with all Service Leads being assessed by the end of January. The full programme of assessments will be completed by mid-May 2021. Statutory performance continues to improve but there is still inconsistency across the service. The service continues to work with our improvement partners (HCC) to deliver ongoing improvement activity across children’s social care. The service remains under close scrutiny from the independent Improvement Board and the statutory regulator, Ofsted.	5	3	15	Sep-21
			2. Subject to investigation and further legal action taken against the Council.									Provide proactive improvement support to services to assure effective safeguarding practices.	Executive Director of Children, Young People and Learning	ongoing	All improvement activity is overseen and supported by the dedicated Practice Improvement team who report regularly to DLT and the Improvement Board. We continue to revise and improve practice guidance, policy and practice on an ongoing basis. Areas of further development have been identified from the latest Ofsted focused visit and they form a focus for the next phase of the improvement work.				
			3. Immediate inspection and Government intervention.																
CR65	The review of corporate leadership, governance and culture recommended in the Children’s Commissioner’s report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	Chief Executive	1. Service failure	Dec-19	5	4	20	Tolerate	3	2	6	Develop plan to stabilise senior leadership team.	Chief Executive	ongoing	Stable team - some tasks ongoing to maintain and to address limited interim roles in place	3	2	6	Nov-21
			2. External intervention									Engage with external partners (including LGA) to scope and deliver Leadership development for Cabinet and Senior Officers.	Director of Law & Assurance	ongoing	Plan completed and approved. For implementation with LGA post election as part of induction programme				
			3. Poor value for money									Implementation of governance changes as approved by Council (17.12.19)	Director of Law & Assurance	ongoing	Completed those for immediate or approved implementation to meet Council's decision. Further review post election.				

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CR69	If the council fail to make the necessary improvements to progress from the previous ‘inadequate’ rating, there is a risk that children’s services will fail to deliver an acceptable provision to the community.	Executive Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	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	Sep-21
			2. Significant reputational damage.									Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.			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			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.																
CR72	The government have stipulated that from 9 Sep 2021 children in care under 16 will not be allowed to be accommodated in unregulated placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs, which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.	Executive Director of Children, Young People and Learning	1. Unable to meet primary needs of children we care for.	Aug-21	4	5	20	Treat	4	2	8	Develop and publish a market position statement to be sent out to care providers and other LA's to engage them in placements and requirements, in line with the needs of children.	Assistant Director – Corporate Parenting	Mar-22		4	4	16	Dec-21
			2. Not fulfilling statutory duties to place children in appropriate care settings.									Conduct an annual review and update of the placement sufficiency and commissioning strategy, in line with the market position statement.							
			3. Adverse media coverage.									Escalate to Assistant Directors and Exec Director any situation where a child or young person is at risk of being without a registered provision when they require one.							
			4. Damage to the reputation and credibility of the council.																
			5. Children experience a lack of security, stability and support.																
			6. Critical findings by regulators i.e. impact on Children First Improvement Plan.																
			7. Legal action taken against the Council resulting in punitive penalties.																

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Workforce – Q2 2021/22

Leadership & Management		Indicator 2021/22	Q2 2021/22	Q1 2021/22
Leadership Stability	Percentage of Senior Management positions filled by permanent WSCC employees (excludes vacant positions)	95%	97%	97%
	Rolling 12-month turnover percentage for permanent positions at HAY Grade (or equivalent) and above	11%	11%	10%
Resourcing & Talent		Indicator 2021/22	Q2 2021/22	Q1 2021/22
Employed workforce <i>(Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners & partners)</i>	Total Employed Headcount <i>(total number of people employed over reporting period)</i>	Not applicable	5,561	5,496
	Employed Headcount <i>(at the end of the reporting period)</i>	Not applicable	5,399	5,372
	Employed FTE <i>(at the end of the reporting period)</i>	Not applicable	4,803	4,778
	Number of new Apprentice starters since the start of the financial year (excluding Schools)	113	78	16
Agency (Matrix)	Total contract spend with Matrix	Not applicable	£4,429,317	£4,561,091
	Agency (Matrix) % of Employed workforce	Not applicable	7%	8%
Staff Turnover	Rolling 12-month turnover rate	Between 9% & 13%	10%	11%
Performance & Development		Indicator 2021/22	Q2 2021/22	Q1 2021/22
Performance	Percentage positive response to the Pulse Survey question: "I have regular meaningful conversations with my manager about my performance, wellbeing and support needs"	75%	80% (Apr 2021 Survey)	80% (Apr 2021 Survey)
Learning & development	Percentage positive response to the question: "I have good opportunities to develop my skills and knowledge in line with my role and my aspirations"	68%	72% (Apr 2021 Survey)	72% (Apr 2021 Survey)
	Staff induction completion rates	90%	90%	86%
Wellbeing, Values & Ways of Working		Indicator 2021/22	Q2 2021/22	Q1 2021/22
Behaviours & Values	Percentage positive response to the Pulse Survey question: "I am treated with dignity and respect by my work colleagues"	86%	91% (Apr 2021 Survey)	91% (Apr 2021 Survey)

Ways of Working	Percentage positive response to the Pulse Survey question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to continuously improve"	75%	82% (Apr 2021 Survey)	82% (Apr 2021 Survey)
	Percentage positive response to the Pulse Survey question: "My ideas and opinions are valued and are used to help shape the way we work and our future planning"	70%	73% (Apr 2021 Survey)	73% (Apr 2021 Survey)
Level of sickness absence <i>(figures may retrospectively change due to late reporting of sickness and transition from short term to long term)</i>	Rolling 12-month average number of calendar days lost due to sickness absence per FTE	15 Calendar Days p.a.	14.9	13.6
	Number of calendar days lost due to short term sickness absence (less than 21 calendar days)	Not applicable	4,086	4,057
	Top reason for short term sickness absence	Not applicable	Respiratory, Cough, Cold, Flu	Musculoskeletal Fractures, Injury, Surgery
	Number of calendar days lost due to long term sickness absence (more than 21 calendar days)	Not applicable	16,191	14,236
	Top reason for long term sickness absence	Not applicable	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health
Diversity & Inclusion		Indicator 2021/22	Q2 2021/22	Q1 2021/22
Employee Disclosure Rate	Disclosure rate for self-declaration of an employee's: disability; sexual orientation; race/ethnicity; religion	30%	18%	18%

RAG Rating Key:



Improvement Plan



Being Monitored



On Track

Workforce Summary Narrative

1. All Workforce KPIs with an indicator are rated green except for one KPI.
2. The one red rated Workforce KPI is the employee disclosure rate for equality details. This KPI combines four Protected Characteristics (Disability; Ethnicity; Sexual Orientation; and Religion) and provides the percentage of the workforce who have disclosed their data across all four Protected Characteristics. A low rate in one of these characteristics pulls down the combined disclosure percentage. The current disclosure rate for each of the four individual Protected Characteristics is: 33% for Disability; 52% for

Ethnicity; 29% for Sexual Orientation; and 19% for Religion. A plan to improve the level of employee disclosure across all diversity and inclusion characteristics is being prepared for implementation and we expect to see significant improvement in this KPI by the end of Q4.

3. Several of the Workforce KPIs are based on the employee Pulse Survey so the figures for Q2 are the same as Q1 because a new Pulse Survey has not been undertaken since the last report. A Pulse Survey will be completed in November so the related Workforce KPIs will reflect these results in the Q3 reporting period.
4. There has been an increase in the employee headcount of 65 since the last quarter. This increase is spread across the Directorates and is not concentrated in one service. Rolling annual turnover has remained within the indicator range and is currently 10%. Rolling turnover for our two largest Directorates: Children, Young People & Learning; and Adults & Health, is 12.5% and 8.5% respectively (compared to 13.4% and 10.2% respectively last quarter).
5. The indicators are all positive for leadership and management stability and performance and development, including the staff induction completion rate achieving 90% (an increase from 86% in the last quarter).
6. The main indicator for sickness absence is the rolling 12-month average number of calendar days sickness per FTE. The indicator is 15 calendar days and the Q2 figure is at 14.9 calendar days. An increase of 1.3 calendar days since last quarter is due to the impact of the pandemic and the rolling nature of the sickness KPI over a 12-month period. The 2021 Q2 figure includes sickness absence going back to July 2020 and the 2021 Q1 figure includes sickness absence back to April 2020 which is the start of the Covid-19 nationwide restrictions. In the early stages of the pandemic and the restrictions, there was a significant reduction in the sickness rate. We are now seeing an increased sickness rate in the current/recent months as restrictions have been loosened. We therefore expect the rolling average per FTE to increase/maintain at this level as we move into the winter months where sickness is traditionally higher.
7. Musculoskeletal conditions, stress, anxiety, depression, and other mental health related reasons have been the leading cause of long-term sickness. Supporting the mental health of our workforce has been a theme throughout the pandemic and continues to be. Health and wellbeing is a pillar of our People Framework and we are developing a number of interventions jointly with Public Health as part of a whole Council approach to support the mental health and wellbeing of staff, including a Mental Health First Aiders network established in May 2021.
8. Since May, a total of 93 staff have qualified as Mental Health First Aiders and there are currently 86 staff from all services that can be called upon to support staff. By the end of the financial year, we aim to support the expansion of the Mental Health First Aiders network by up to 112 places.

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Key decision: Yes
Unrestricted
Ref: CAB11 21/22

Report to Cabinet

December 2021

West Sussex Fire & Rescue Service Annual Statement of Assurance

Report by Chief Fire Officer

Electoral division(s): All

Summary

The Fire Authority (FRA) is required to provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP) and as part of the Fire and Rescue National Framework for England. This Statement reinforces the commitment to provide our communities with clear information about how we manage public funds and assure the effectiveness of our financial, governance and operational fire service arrangements. This Statement supports the West Sussex County Council Annual Governance Statement 2020-21. West Sussex Fire and Rescue Service publishes an Annual Statement of Assurance. Cabinet will be asked to approve the West Sussex Fire and Rescue Service Annual Statement of Assurance for 2020-21.

Recommendation

Cabinet is requested to approve the West Sussex Fire and Rescue Service Annual Statement of Assurance 2020-21

Proposal

1 Background and context

- 1.1 The Fire and Rescue National Framework for England, published on 11 July 2012, sets out that: "Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in this Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance."
- 1.2 As reported in a high level overview the West Sussex County Council Annual Governance Statement 2020-21, it references actions to reinforce service improvement in Fire and Rescue and Children's Services and contribution to its overall assurance of improved corporate capability and capacity.

- 1.3 This statement of assurance highlights the areas that have been delivered to address that as well as the original Integrated Risk Management Plan Objectives that feed into that assured position.
- 1.4 Fire and rescue authorities are accountable for their performance and should be open to evaluation by the communities they serve. Information on their performance should be accessible, robust, fit-for-purpose and accurately report on effectiveness and value for money and this report provides that to the organisation with supporting data reviewed at the Fire and Rescue Service Scrutiny Committee.
- 1.5 Fire and rescue authorities are responsible for ensuring that their business is conducted in accordance with the law and proper standards, and that public money is properly accounted for and used economically, efficiently and effectively.
- 1.6 As some information has been presented throughout the year this has been highlighted to ensure that it is clear, accessible, and user-friendly within existing documents. There have been extracts, or links to these documents embedded into the statement of assurance.
- 1.7 The statement of assurance will be used as a source of information on which to base the Secretary of State's biennial report under section 25 of the Fire and Rescue Act 2004.
- 1.8 Fire and rescue authorities may wish to include a section in their statements of assurance on any potential improvements they have identified across their accounting, governance or operational responsibilities to communities, particularly where plans are underway. This report includes the annual report as well as the progress against preparations for the Community Risk Management Plan including its consultation which will commence in Q3 2021/2022.
- 1.9 The statement of assurance should be signed off by an elected member of the relevant authority who is able to take responsibility for its contents, this has been entered into the forward plan for a decision on 3 December 2021 by Cabinet.

2 Proposal details

- 2.1 West Sussex County Council is the Fire Authority for West Sussex Fire and Rescue Service (WSFRS) and is responsible for:
 - Firefighting and rescue
 - Protecting people and property from fire
 - Promoting fire safety in the home
 - Providing special services for emergencies
- 2.2 Under the direction of the Cabinet Member for Fire and Rescue and Communities, West Sussex Fire and Rescue Service, within West Sussex County Council, have prepared an Annual Statement of Assurance for 2020-21.
- 2.3 Decisions relating to the fire and rescue service will be scrutinised by the Fire & Rescue Service Scrutiny Committee which was established at the full county council meeting on 17 December 2019.

- 2.4 In the case of county council fire and rescue services the close working relationships that exist with other county council areas of responsibility such as adult care, children's services and public health are significant. This enables a holistic approach to keeping residents safe.

3 Other options considered (and reasons for not proposing)

- 3.1 The Fire Authority is statutorily required under the Fire and Rescue National Framework for England to produce an annual statement of assurance, therefore no other options can be considered.

4 Consultation, engagement and advice

- 4.1 The document has been presented to the Fire and Rescue Scrutiny Committee and subsequently approved with some recommendations. The FRS considered these recommendations and made amendments where suitable. These amendments included minor grammatical changes and removal or adjustment to infographics detailing structure.

5 Finance

- 5.1 There are no financial implications to the Council.

6 Risk implications and mitigations

- 6.1 The Fire Authority and members of the Fire and Rescue Service Scrutiny Committee will continue to monitor the performance of the fire and rescue service to ensure that any risk from ceasing this process is mitigated through effective planning through the subsequent years of the Integrated Risk Management Plan (IRMP). The Current IRMP runs until 2022. The Community Risk Management Plan CRMP is currently out for consultation.

Risk	Mitigating Action (in place or planned)
Not adopting an Annual Statement of Assurance (SOA)	All information supporting this informs the Council's Integrated Risk Management Plan (IRMP) to ensure the SOA is accurate and timely to support the service.
Not recording information accurately	West Sussex Fire and Rescue Service record information about every emergency call received. We analyse where, why and how incidents have occurred to help us understand where incidents might happen in the future and how we are best placed to prevent them. We also use the latest modelling software, demographic profiling, census data and information from our partner agencies. This information informs a critical fire risk map, which is updated every year based on rolling data from the previous three years.
Not mapping critical risk	The critical fire risk map is part of our local Risk Management Plans facilitates the targeting of prevention activity to prioritise resources to the most vulnerable residents and those communities at highest risk. This ensures resources are used efficiently to achieve the best possible outcomes

Risk	Mitigating Action (in place or planned)
	for our communities. The critical fire risk map is part of our local Risk Management Plans and is used to assist in the targeting of prevention activity allowing WSFRS to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring its resources are used efficiently to achieve the best possible outcomes for our local communities. They are also used as the basis for our Emergency Response Standards.

7 Policy alignment and compliance

- 7.1 This report has positive implications for the community as it supports the continued improvement journey of the Fire and Rescue Service to all residents in West Sussex.
- 7.2 In terms of environmental sustainability, the IRMP makes clear the Authority's commitment to reducing the environmental impact of its operations and provides an indication of work done to date.
- 7.3 There are no equality implications associated with the content of this report. One of the principal aims of the Statement of Assurance is to provide an accessible way in which communities, public sector authorities and partners may make a valid assessment of our performance. The information presented in the report will be reviewed continuously to ensure that it reflects and adheres to any changes or developments in equalities legislation.

Sabrina Cohen-Hatton
Chief Fire Officer

E-mail: frs.governancesupport@westsussex.gov.uk

Appendix A – Statement of Assurance 2020/21

Background papers

None

West Sussex Fire & Rescue Service

Annual Statement of Assurance 2020-21

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Foreword from Cabinet Member for Community Support, Fire and Rescue



Welcome to West Sussex Fire & Rescue Service's Statement of Assurance for 2020/21.

In a year where all our lives were affected by a global pandemic, this year's statement has specific relevance to provide the reassurance that your fire and rescue service contributed to the COVID-19 response and continued despite the challenges making West Sussex safer.

It is a requirement that all fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP) and as part of the Fire and Rescue National Framework for England.

The Statement of Assurance for West Sussex Fire & Rescue Service is published annually, to provide an easy and accessible way for communities, government, local authorities, and partners to assess the Fire Authority's performance and governance arrangements.

I am proud of the fire and rescue service we provide and of the people who work so hard to keep our communities safe.

Duncan Crow, Cabinet Member for Community Support, Fire and Rescue

Introduction from the Chief Fire Officer



As Chief Fire Officer of West Sussex Fire & Rescue Service I am pleased to introduce our Statement of Assurance for 2020/2021.

This Statement reinforces my commitment to provide our communities with clear information about how we manage public funds and assure the effectiveness of our financial, governance and operational fire service arrangements.

The service has been progressing the key improvement areas, as highlighted in Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection Improvement Plan as well as responding to organisational improvements as required.

Over the last year in response to the pandemic COVID-19, the service adopted its business continuity arrangements to be able to continue to provide services to the communities of West Sussex, whilst keeping its employees safe.

The professionalism and dedication of all our staff to respond effectively, and safely remains at the heart of the service.

We provide a 24/7 emergency response service to deal with fires, road traffic collisions and a wide range of emergencies. Our staff also deliver activities to prevent fires and road traffic collisions, improve community safety, enforce fire safety legislation, and reduce risk in the community.

When you need us, rest assured, our professional teams will continue to deliver the service West Sussex expects and deserves.

Dr Sabrina Cohen-Hatton
Chief Fire Officer for West Sussex Fire & Rescue Service

Summary Statement

What is Statement of Assurance?

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP).

Statements of assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are being provided. This document outlines the way in which the West Sussex Fire & Rescue Authority and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority’s IRMP during 2020/2021.

Service Executive Board

Our Service Executive board is made up of our three Principal Officers, supported by strategic advisors from Organisational Assurance & Governance as well as West Sussex County Council corporate functions representatives from HR and Finance.

Chief Fire Officer	Deputy Chief Fire Officer	Assistant Chief Fire Officer
Sabrina Cohen-Hatton	Mark Andrews	Jon Lacey
Strategic Advisors to Service Executive Board:		
Senior Finance Business Partner	Head of Organisational Assurance & Governance	Senior Human Resources Business Partner

Governance

West Sussex County Council is the Fire Authority for West Sussex Fire and Rescue Service (WSFRS) and is responsible for:

- Firefighting and rescue
- Protecting people and property from fire
- Promoting fire safety in the home
- Providing special services for emergencies

The county council is made up of 70 councillors who are each elected to represent one division every four years. Functions are allocated across the full council, the Cabinet and a range of committees.

The Constitution explains how the county council operates and decisions are made, and the procedures which are followed to make sure that these are efficient, transparent and accountable to local people. All members meet as the full council and they are responsible for deciding some of the overall policies and setting the budget each year. The Constitution has now been amended to ensure clear separation between the operational decision making of our Fire and Rescue Service and the scrutiny and role of County Councillors.

The WSCC Cabinet, or 'Executive', has ten members from the majority group on the council. The Cabinet proposes the key policy decisions of the council, which are subject to agreement by the full county council. Each Cabinet Member is allocated a portfolio of work for which they take personal responsibility. WSFRS is the responsibility of the Cabinet Member for Communities Support, Fire and Rescue. The Cabinet Member for WSFRS is Councillor Duncan Crow.

Decisions relating to the fire and rescue service and transformation plans of the service are subject to scrutiny by the Fire & Rescue Service Scrutiny Committee which was established at the full county council meeting on 17 December 2019.

WSFRS is embedded within WSCC. As such, the service is linked to a range of key strategic planning areas that aids a holistic approach to keeping residents safe. These include emergency management, transport and spatial planning, the design of support for vulnerable people, flood risk management and the overall place shaping and democratic ownership of an area.

There has been additional funds added to the Fire & Rescue Service this year and in November 2020 it was reported to the [Regulation, Audit and Accounts Committee](#) that under the value for money risks, this progress was continues and the programme has been monitored to ensure it is providing the required outcomes on behalf of the public and our people.

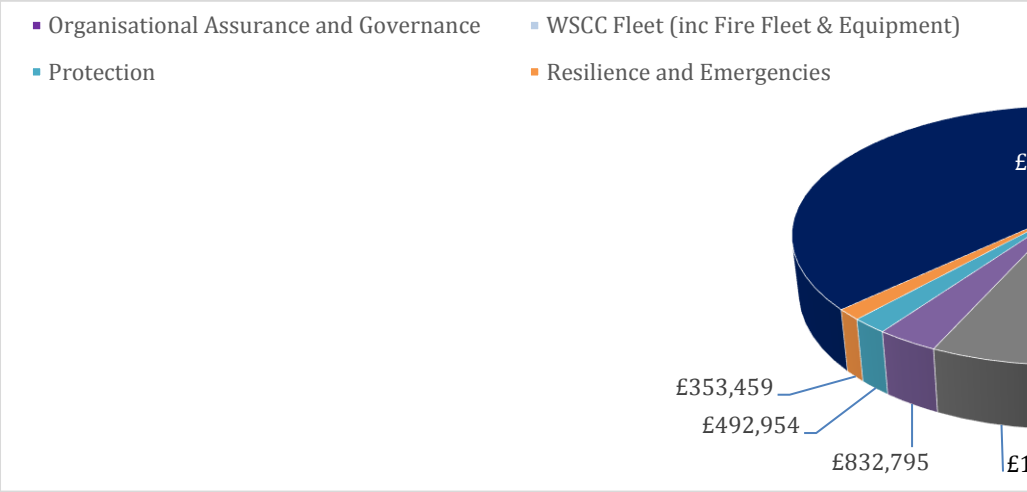
Financial Performance Report

WSFRS is an integrated part of WSCC. As such, it receives a range of services provided centrally, either via county council back-office functions or corporately procured contracts. These include provision for payroll, pensions and human resources administration, human resources and organisational development advice and services, occupational health services, IT and communications, facilities management and estates maintenance, rates and utilities, insurances, legal advice and procurement services. There are now additional dedicated resources as part of our improvement plan that support the service in both human resource, performance and IT but remain within the county council teams.

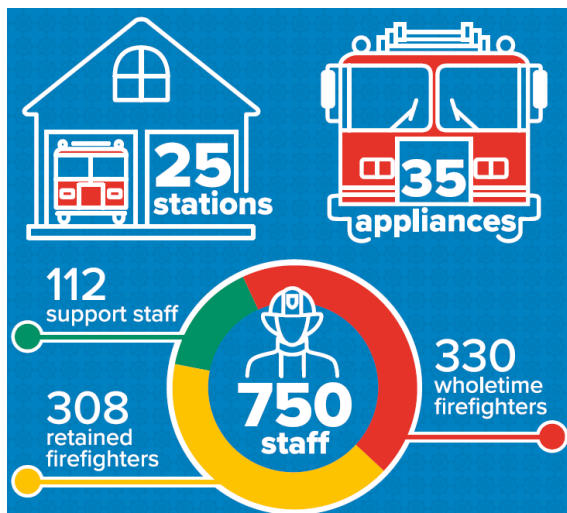
Apart from the additional resource, costs relating to these areas are accounted for as a whole and are not apportioned at FRS level. Best value and high-quality services in all these areas are sought and achieved council wide. Financial management for the FRS in areas including assets and estate, revenue provision, debt, and treasury management are covered under arrangements for the whole of the county council and, again, are not reported solely for the FRS.

How your money is spent

The fire service’s total net controllable expenditure delivering front line services for the 2020/21 financial year was £26.8 million. This is broken down in the graph. The Fleet is inclusive of the County Council Fleet as well as the Fire Service fleet as it is managed under one function. In addition to the existing FRS base budget, the county council agreed further funding over a three-year period to deliver the improvements required following the Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report. In 2020/21, the Fire Improvement plan spent £2.3m, which is in addition to the spend shown in the graph.

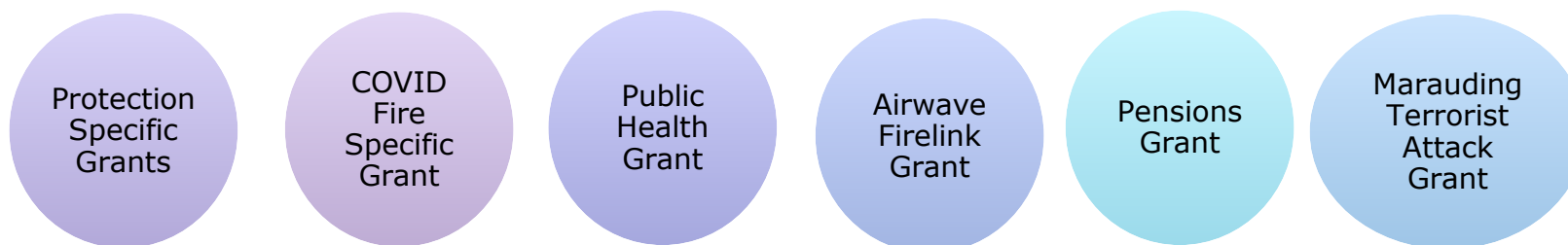


Our People



At the end of March 2021 our workforce included a total of 330 wholetime firefighters, 308 retained On-Call and 112 support staff working for West Sussex Fire and Rescue Service.

During 2020/21 we received fire specific grants relating to:



In addition the County Council receive county council COVID grants, which supported additional spend relating to COVID-19. WSFRS monitored their activity through the Business Continuity Action Team (BCAT) and expenditure was made through the county council.

Performance Assurance Framework

Our Performance Assurance Framework (PAF) provides structure and governance arrangements to ensure that the statutory obligations, functions and strategic commitments of the service are being successfully scrutinised and delivered.

As part of the [Our Council Plan](#) there was a clear intention to ensure a clear link from this through to our Performance & Assurance Framework with 4 key measures highlighted to provide assurance. This golden thread continues through our Core Performance Measures and through to Service objectives into team plans.

Keeping people safe from vulnerable situations.

- OUTCOME - A timely and proportionate approach to prevention through Fire Safety Inspections of business premises
- OUTCOME – Support to people when they need it through Safe & Well Visits to those at highest risk

Helping people and communities to fulfil their potential.

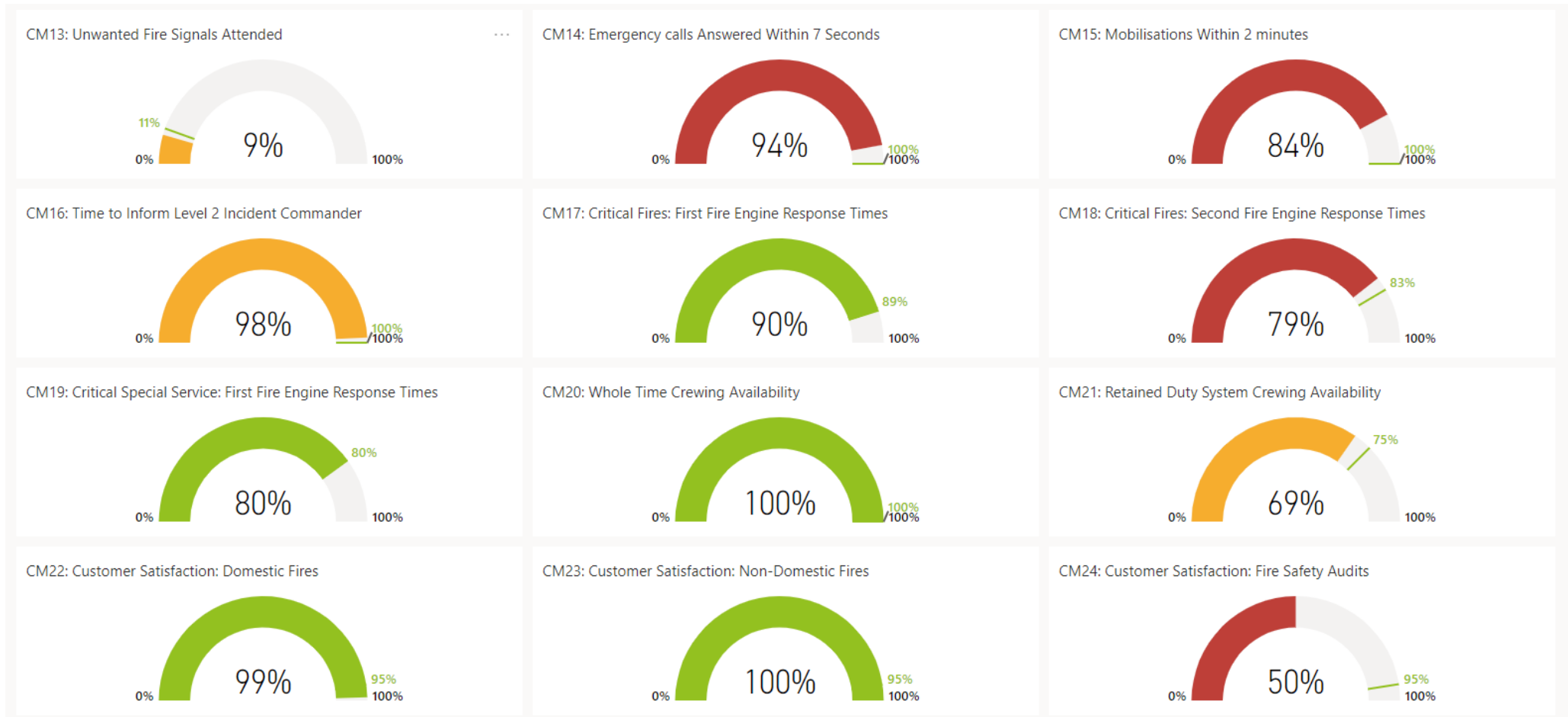
- OUTCOME - Safe and connected and cohesive communities measured through both Critical fires 1st Appliance Attendance and Critical Special Service attendance.

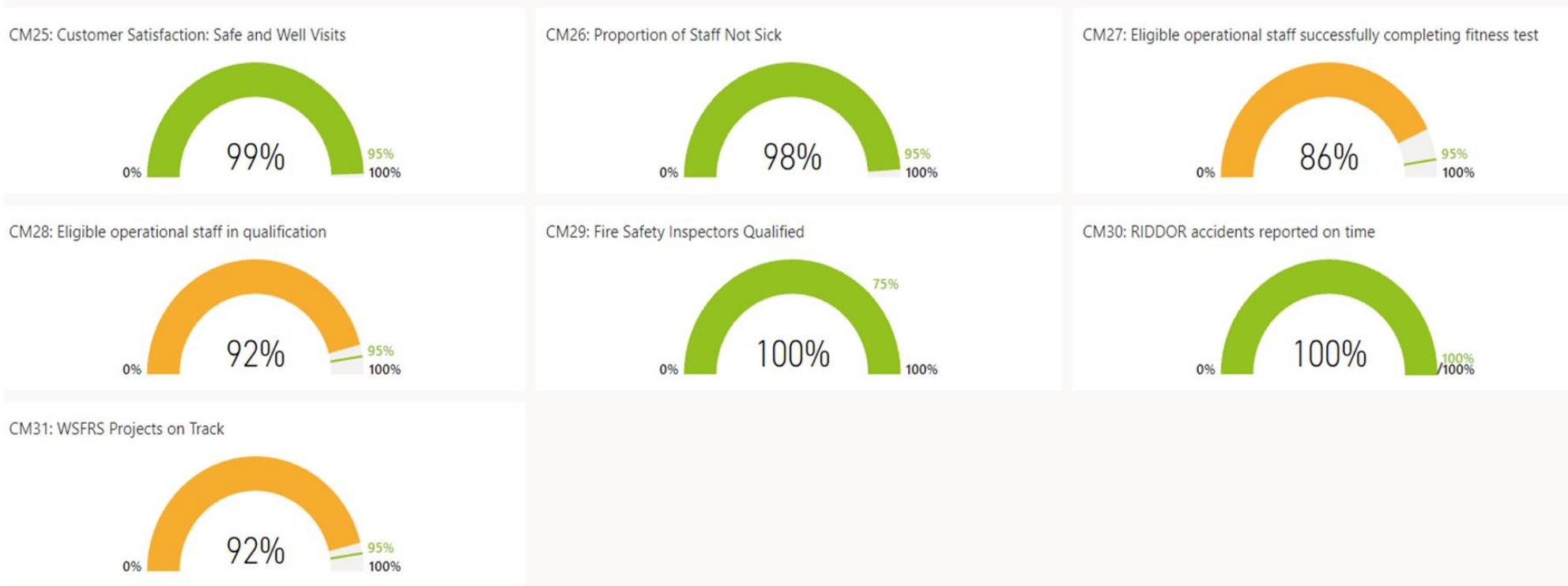
Keeping people safe from vulnerable situations through our safe and well visits and safeguarding which our performance is telling us has been met reported through our core measures. The PAF examines performance on a quarterly basis across the four elements of Service Provision, Corporate Health, Priority Programmes and Risk through a suite of core and service measures. This allows the organisation to respond and make informed decisions to ensure organisational aims and objectives are achieved through being intelligence and evidence led.

In the reporting year 2020-21 we tracked the performance of 31 Core Measures against end of year targets (see Appendix A). These core measures are subject to scrutiny at our Strategic Performance Board, Service Executive Board and by the FRS Scrutiny Committee.

A graphical representation of the year end to date reporting statistics has been provided as an overview. More detail can be found [here](#) on our Quarterly Performance Reports.







Her Majesty's Inspectorate of Constabularies Fire and Rescue Service (HMICFRS)

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) first inspected West Sussex Fire & Rescue Service (WSFRS) in the autumn of 2018 and the associated report can be found [here](#).

We welcomed the report to enable continual improvement across our service. To assist in the delivery of the HMICFRS findings we established an Improvement Board.

In January 2020 HMICFRS carried out a three-day revisit of WSFRS. The reinspection team paid specific attention to the Prevention and Protection areas, which were the main concerns raised in the report with regards to public safety and their findings can be found [here](#).

We implemented an Independent Advisory Board, that included representatives from the NFCC and the Local Government Association, who provided independent advice and assurance that we had processes and people in place to monitor and maintain progress against the improvement plan. This board was closed as a result of the progress and plans being implemented. [Link to report](#)

In January 2021 we participated in a HMICFRS COVID-19 assessment that saw the inspectorate report further progress and improvements across all areas of our improvement plan, whilst acknowledging that the pandemic has had an impact of the organisations ability to physically interact with their community. HMICFRS carried out a COVID specific inspection in October 2020 and HMICFRS noted, *"The fire and rescue authority maintained effective ways of working with the service during the pandemic. This made sure the service could fulfil its statutory duties as well as its extra work supporting the LRF and the tripartite arrangements" and that "Staff wellbeing was a clear priority for the service during the pandemic. It identified wellbeing problems, and responded to any concerns and further needs. Senior leaders actively promoted wellbeing services and encouraged staff to discuss any worries they had. In March 2020, the service carried out a staff impact survey."*

The HMICFRS also recognised the new reporting line with the Chief Fire Officer reporting directly to the Chief Executive as part of the Executive Leadership Team (ELT) structure within WSCC. Recognition of recent National Fire Chiefs Council support and Local Government Association (LGA) involvement was also positive and new allocated funding from WSCC was regarded as a positive step towards increasing capacity.

This was followed by a third HMICFRS revisit carried out in February 2021 where they noted in their report the amount of improvement work and change in the service continued to be significant. It was remarked that extra funding has been used to create an appropriately skilled and dedicated programme management team, which has since broadened its remit to include Organisational Assurance and Governance. The Inspectorate reported this brought an increased level of co-ordination and supports organisation-wide improvement.

Strategic Objectives of IRMP 2018-22

It is a statutory requirement that all fire and rescue authorities produce an Integrated Risk Management Plan (IRMP). The plan identifies the risks present in our communities for those who live, work, visit and travel in West Sussex.

The plan is owned by the Fire and Rescue Authority and is delivered by West Sussex Fire & Rescue Service. The plan sets out how we address all foreseeable risk across our county it also provides an overview of what influences our service in terms of our national and local obligations.

We will always seek to be efficient and effective and to achieve good value for the local community. This means working collaboratively with neighboring fire and other blue light services and by maximising our position within WSCC by actively participating in partnership opportunities including tackling the social causes of fire and other emergencies

The West Sussex Fire & Rescue Authority set strategic priorities for the period of 2018-2022 based on thorough risk analysis.

- **Strategic Priority 1:** Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities
- **Strategic Priority 2:** As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe.
- **Strategic priority 3:** Collaborate with emergency services and other local and national partners to improve the service to the public.
- **Strategic Priority 4:** Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.
- **Strategic Priority 5:** Provide customer-centred value for money services.

The action plans we produce each year set out how we will meet the priorities in our IRMP, and how we will know we are being successful through clear performance targets that are linked to the outcomes that we want to achieve. Where there are competing priorities, we will focus resources on the area of greatest need. At times this may mean that the order in which we do things is subject to change. For example, new national priorities that have come forward as a result of the Grenfell Tower fire tragedy and our response and implementation of associated recommendations.

This report will look at each area of our service delivery; Protection, Prevention, Response, Strategic Risk and People and then summarise the progress against the five Strategic Priorities through projects.

Protection

The WSF&RS Fire Protection Department supports public safety and business resilience.

They help businesses to comply with the Regulatory Reform (Fire Safety) Order 2005, ensuring that building owners or managers minimise the risk and likelihood of fire, understand duties and continue to monitor and maintain the arrangements required within the order, which includes supporting Firefighter Safety, with up-to-date premises risk information.

Our service delivery activities are detailed within our Fire Safety Enforcement Strategy [link](#) which details our risk-based inspection methodology and auditing schedules, linked to the priorities detailed within our current IRMP.

Annually planned inspection work is scheduled through our Risk Based Inspection Programme to ensure that we are effectively managing resources to target activity to drive down our highest levels of risk, within the full scope of our powers.

This year there have been new positions created within Fire Safety from Apprenticeship to Grade 10 defining a development pathway (1 apprentice, 3 Grade 8's and 2 Grade 8's recruited). 7 people have been trained to Fire Safety Level 4 and 4 people are undertaking Fire Safety Level 5.

The RBIP is a combination of the activities on known sleeping risks, specific risk premises, thematic risks and IRMP work. This also incorporates partnership protection risk management activity for sustainable safety and assurance of buildings, occupants, firefighters, infrastructure, environment, and communities. As such all are important contributory factors when reviewing premises risk ratings.

Specific premises risk may be identified following enforcement activity or based on other shared intelligence of emerging issues, specific premises will then be added to our inspection programme for further assessment or investigation (virtual or face-to-face).

Thematic Risk involves continuously reviewing incident data risk, partnership risk, enforcement activity, national and local issues to identify the Highest Risk Themes which will influence and direct inspections and other integrated fire protection activity to those properties and people of highest risk from fire. Additional activity is supported within our protection structure including:

- Addressing trends in analysis of fire statistics in West Sussex.
- Commerce & Community – such as Gatwick Airport
- Safety Advisory Groups – fire safety will reduce the risk at major public events through working in these partnerships.
- Heritage – Premises Risk Management and Fire Safety will work together to reduce risk and impact of fires at our heritage sites.
- Premises Risk Information: Fire safety inspectors will assist in the gathering of risk information and the pre planning for incidents through Site Specific Risk Information (SSRI)

Where inspectors identify premises that fall short of an acceptable standard of fire safety the inspectors will score the risk using the NFCC Fire Safety Matters System and take appropriate enforcement action. These options range from an Enforcement Notice to prosecution depending on the severity and circumstances of the case.

Service adjustments continue within policies and procedures, including additional resources and funding support following the outcomes of the Grenfell Tower fire phase one report and recommendations. With the introduction of revised legislation, specifically the Fire Safety Act 2021, giving greater clarity by extending the scope of the existing Fire Safety Order. This will enable the service to work more effectively with other regulators and those responsible for managing Building Safety, particularly our colleagues in the Housing sector with High rise residential buildings, within our Building Risk Review work. Our operational staff will have enhanced development and skills in fire safety training to better understand operational risks to firefighters from the complex and expanding built environment industry, working more closely with Fire Protection Teams in managing Premises Risk Information, audit activity, remediation assurance and business sector engagement.

Prevention

COVID-19 has presented both opportunities and challenges when it comes to delivering our prevention work. The way we deliver our activity to reduce incidents and their impact generally relies on being able to meet in person particularly with those who are most vulnerable and may need additional support to take on board information. The COVID-19 restrictions, lockdown and shielding have meant that we have had to redesign the way we delivered all of our preventative programmes.

The aim of our prevention work is to reduce loss of life, injury and damage to property and reduce exposure to risk of our firefighters. We focus on those who are more likely to have a fire and less likely to be able to respond should a fire occur. This group of people tend to be those who are elderly with mental and physical health issues many of which are considered to be extremely clinically vulnerable and have been shielding for the majority of last year.

Those who have been shielding have been reluctant to have visitors to their home, even those who are able to support their safety and wellbeing. In addition, we have had to ensure that our staff are protected from COVID-19 and aren't responsible for transmitting it. These two factors have meant that we have had to completely redesign the way we deliver our Safe and Well Visits to ensure the safety of both customers and staff. We created a way to assess fire risk and deliver advice over the phone with a follow up visit being offered in person when government restrictions allowed.

In the last 12 months we found another way to use technology to help us communicate with people who are deaf and or have a speech disorder, it's using a transcribing App. The App immediately transfers conversation into text enabling someone to read the advice on a portable device.

In response to the impact of the pandemic and decrease in referrals we sought new ways to reach people both directly and indirectly. With the aim of generating visits, leaflets promoting SWVs were distributed in all emergency food parcels (over 8000) for vulnerable people, as well as at food banks and vaccination centres.

We identified the increased risk for people who were already known to us during the pandemic, and contacted 1600 to check on their welfare, assess whether their circumstances had changed and ascertain if a new Safe and Well Visit was required. This resulted in 100 people receiving a follow up visit.

The Pandemic brought us into contact with those that we might not have otherwise met through the delivery of COVID-19 specific welfare calls requested by the WSCC Community Hub. Our COVID-19 specific support started in March and included the following activities:

- 308 Urgent welfare checks
- 160 Urgent medical supplies

- 1467 Gov Shielding doorstep checks

We used these additional visits as opportunities to provide home fire safety advice, fit smoke alarms and pass on contact details for support.

In the year ending March 2021, our operational crews and Community Fire Safety Officers carried out 3,460 high priority Safe and Well Visits as well as 822 over the telephone, to those deemed most at risk.

During the 4,282 Safe and Well Visits the following activity was undertaken:



1635 – Smoke alarms installed
957- Telecare smoke alarms provided



76 – Deaf alarm systems
distributed



452 – Other items of detection
and Protection equipment provided



6440 – Additional information
& support signposted

As a result, 4,282 homes are now safer, with early warning of a fire and tailored fire safety advice. The residents will now be aware of how they can reduce the likelihood of fire in their home and what to do in the event of one. Each customer has been given a booklet packed with fire safety advice as well as other information to support their health and wellbeing.

We work very closely with the County Council's technology enabled support provider who installs tele-linked smoke detectors. These linked alarms provide vital protection to some of our most vulnerable residents those with disabilities and or medical conditions, which make them unaware that there is a fire or able to move themselves to a place of safety.

Community Fire Safety Officers followed up incidents where there was a fire by returning for a welfare check as well as offering additional advice and support, and to help residents consider how the risk of future incidents can be reduced.

Last year we raised safeguarding concerns about more 53 people and referred 597 individuals to other services or sources of support. Referrals were made to Carepoint, occupational therapy, telecare providers, the Prevention Assessment Team and local Wellbeing Hubs to support people with their care needs and for Attendance Allowance and Carer's Allowance to support them with their financial needs.

As part of our safeguarding responsibility, we attend the Adult's Safeguarding Board and work closely with the Multi Agency Public Protection Arrangements and Multi Agency Risk Assessment Conferences where there is an identified fire risk.

In the absence of community events we delivered our fire, road and water safety messages using a wide range of mediums, including social media, press releases, radio and television interviews along with YouTube videos reaching thousands of people. Our virtual open day was a huge success with 22,324 people watching the videos and 6,390 people responding to our posts.

Road Safety

Our almost daily attendance at road traffic collisions means we know all too well how devastating the impact can be. Working with both national and regional organisations helps us develop our road safety initiatives and puts us in a better position to reduce the frequency and severity of collisions.

We, along with Brighton & Hove City Council, East and West Sussex County Councils, Highways England, East and West Sussex Fire and Rescue Services and Sussex Police make up the Sussex Safer Roads Partnership (SSRP). We used our combined expertise to help keep road users safer.

Since 2015, the SSRP has been fully funded using some of the speed awareness course fees, where drivers detected speeding are offered the opportunity to take an educational course rather than have a penalty fine and points on their driving licence. The reduction in road use during the last year has resulted in reduced attendance at speed awareness courses which will in turn impact on available funds for road safety initiatives.

Community Volunteers

COVID-19 meant that opportunities for volunteers to come onto fire station and be part of community safety activity were very limited. Lockdown, shielding and limited access to technology also had an impact on the ways our volunteers could get involved.

Volunteers were still able to make a valuable contribution through carrying out over 100 welfare calls to check on people who were already known to us.

We have used the last year to deliver our plan to make volunteering even more rewarding based on the feedback from existing volunteers. This means developing training and broadening the role as well as helping make links with their local fire stations stronger.

Our volunteers are trained to identify fire risk and this knowledge transfers to their 'day jobs'. Whilst delivering items to one of their customers during their 'day job' a volunteer spotted someone who had a very high level of fire risk. They offered some advice at the time.

and referred the person for visit from one of our Community Safety Officers. The Community Fire Safety Officer was welcomed, whereas offers of support from other organisations had been previously been declined. At the end of the visit the person had the additional benefit of a linked smoked detector and had been issued with a smoker's blanket considerably reducing the level of her fire risk.

Volunteers remain integral to our prevention work and engagement with communities. We're very much looking forward to welcoming new volunteers into the service in 2021 and getting back out amongst our communities. We're always on the lookout for new volunteers, find out more on our [Fire Rescue Service Community Volunteer](#) page.

Road Traffic Collisions

Whilst recent years have seen some of the lowest fatal casualties there is still a lot of work to be done to influence road user behaviour and reduce the number of people who tragically lose their lives on our roads.

Between 1 April 2020 and 31 March 2021 there were 17 fatal reported road traffic collisions, which resulted in 17 deaths, this is the lowest that we've ever had in this 12-month period. The reduced number is likely to be result of the COVID-19 restrictions influencing how and when people travelled.

The majority of the deaths involved a car and were in the 25-69 age range. With the majority of incidents occurring midweek in the summer months in rural locations. More information can be found [here](#).

Work with children and young people

Our staff are seen as positive role models and have the ability to educate and influence children and young people when it comes to making safer and more informed decisions.

We use specialist learning materials to develop their knowledge of fire and road safety. The COVID-19 restrictions, particularly school closures have limited our direct access to groups of children and young people so we designed and adapted our material so it could be accessed and delivered remotely. This involved creating lesson plans and information that could be accessed directly from our website by schools and parents and carers who were home schooling.

Learning Zone

Feedback from web site was phenomenal with over 4000 visits to the page in the first 3 months post launch, with one school even taking to Twitter to share their session and say how much they loved it.

We also redesigned all our school's education material and started delivering sessions remotely via video link.

Our specialist staff who would normally deliver sessions continued to deliver Firewise, our programme for children who have an inappropriate fascination with fire. They were also redeployed to support with the delivery of our welfare calls and implementation of our new fire safety information system. We have also used the time to design new programmes of specialist work that will be rolled out in 2021.

Managing Risk

As a service we must clearly understand and identify our greatest risks to be able to effectively manage our resources.

We record information about every emergency call we receive and analyse where, why and how incidents have occurred. This helps us understand where incidents might happen in the future and how we are best placed to prevent them.

We also use the extensive local knowledge of our firefighters and officers, alongside the latest modelling software, demographic profiling, census data and information from our partner agencies. All this information is compiled by our Management of Information (MI),



West Sussex Fire & Rescue Service ✓ @WestSussexFire · May 11

We love this!
Rainbow Class at @ArundelCofE held a Fire and Rescue Week and have shared their amazing work.



Well done everyone!

If you want to access our #LearningZone educational resources for primary children visit: westsussex.gov.uk/campaigns/lear...



Operational Assurance (OAT) and Risk team and used to create a Critical Fire Risk Map (pictured below) which is updated every year based on rolling data from the previous three years.

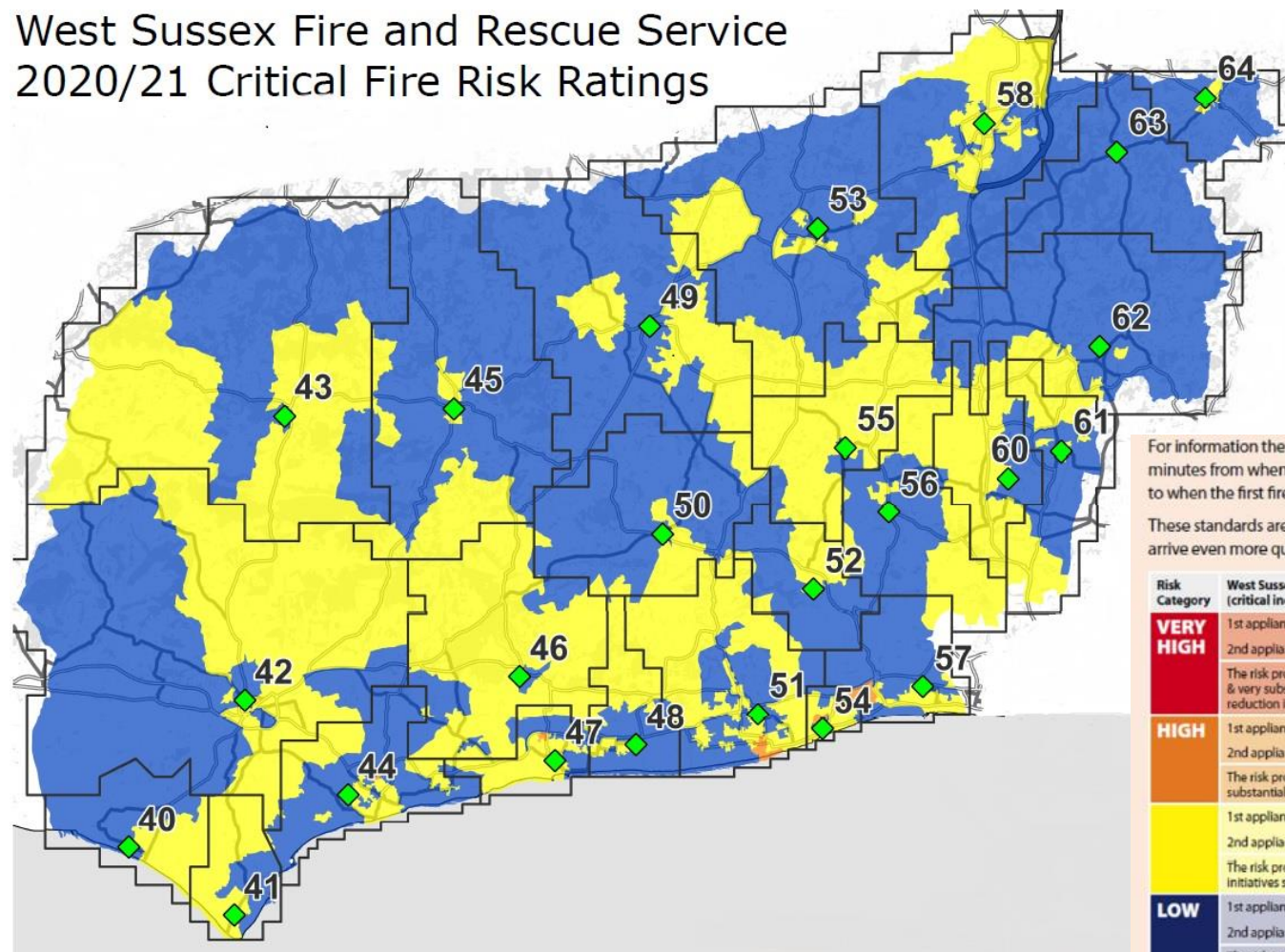
The critical fire risk map is part of our Local Risk Management Plans and is used to assist with the targeting of prevention and Protection activities at a local level, allowing WSFRS to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring our resources are used efficiently to achieve the best possible outcomes for our local communities.

They are also used as the basis for our Emergency Response Standards and this information informs our Integrated Risk Management Plan (IRMP). This information shows that, for the period covered by this report, most of the county was classified as low or medium risk. There are fewer 'high risk' areas this year, a reduction to 3 when compared to 8 last year.

Where small pockets of high risk continue to be identified we can target our specialist Protection and Prevention activities to address the needs of those communities in order to reduce the risk. This map shows where our critical fire risk.

This helps us to target our prevention and Protection activities at a local level, allowing the service to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring our resources are used efficiently to achieve the best possible outcomes for our local communities.

West Sussex Fire and Rescue Service 2020/21 Critical Fire Risk Ratings



For information the table below shows the target time in minutes from when our Control Room receives a 999 call to when the first fire engine arrives at the incident.

These standards are target maximums – we typically arrive even more quickly.

Risk Category	West Sussex Emergency Response Standard (critical incident – fire)
VERY HIGH	1st appliance (Fire Engine) to attend in less than 8 minutes. 2nd appliance to attend in less than 11 minutes. The risk profile warrants a very high level of fire cover & very substantial Community Fire Safety (CFS) risk reduction initiatives
HIGH	1st appliance to attend in less than 10 minutes. 2nd appliance to attend in less than 13 minutes. The risk profile warrants a high level of fire cover & substantial CFS risk reduction initiatives
MEDIUM	1st appliance to attend in less than 12 minutes. 2nd appliance to attend in less than 15 minutes. The risk profile warrants a medium level of fire cover, CFS initiatives should be targeted at specific issues
LOW	1st appliance to attend in less than 14 minutes. 2nd appliance to attend in less than 17 minutes. The risk profile warrants a minimum level of fire cover, CFS initiatives should be targeted at specific issues

Critical Special Service Standards

These are non-fire emergency incidents such as Road Traffic Collisions, or persons trapped in machinery. road traffic collisions (RTCS) account for more deaths and injuries than fires in West Sussex. See the WSFRS County Profile for more information on this.

The nature of these incidents does not generally follow a geographical correlation. Safe systems of work can be put in place at these incidents with only one appliance in attendance and therefore the arrival of the first appliance only will be measured.

The attendance standard for a critical special service incident is 13 minutes across the whole county.

Risk Rating 2020/21

High	(8)
Medium	(188)
Low	(309)

Health and Safety

The Health and Safety team ensure the West Sussex Fire and Rescue Service takes due care of the health, safety and wellbeing of employees, service users and other persons who may be affected by its operations.

Response

The overarching objective of West Sussex Fire and Rescue Service (WSFRS) is to help our residents and businesses to be safer, stronger and more resilient through prevention and protection activity. However, it is inevitable that emergencies will occur, and it is important that we are able to react by matching our resource to the risks we face.

Our emergency response arrangements are based on matching resources to risk and activity. The detail of these arrangements, and the rationale behind them, are described in our [Integrated Risk Management Plan](#) which is reviewed and refreshed every four years.

The majority of the incidents we respond to, can be adequately resolved through the deployment of personnel with the required skills and the equipment available on one or two of our fire engines. In ensuring that these fire engines are available, we will use a variety of different crewing and duty systems to efficiently align availability with risk and demand. We employ a mixture of wholetime and retained firefighters. Retained firefighters respond to emergency calls within their local area from either their home or main employment. Wholetime firefighters are primarily based at our fire stations and respond to emergency calls from their assigned fire station.

So that we have flexibility in matching our resources to risk, wholetime firefighters are employed on three different duty systems. These are: Group Crewing, which provides an immediate response 24/7; Day Crewing, which provides an immediate response during the day; and Crewing Optimisation Group, which is a team who operate from varying rural locations, 7am-7pm Monday to Friday, with the aim of improving the overall availability of fire engines which are crewed by retained firefighters. This last group is required due to challenges that occur through the use of retained personnel to provide fire cover.

Retained firefighters provide an invaluable cost-effective service, but this approach to the provision of emergency response creates challenges. The system has been used by fire and rescue services for several decades, however as the way we live and work has changed, we find that there are less people who work or live close enough to fire stations and can commit to being available for emergency calls during some of the key times that we need them, such as during the day.

The challenge this creates is ensuring that our fire engine availability aligns with our understanding of risk. To address the underlying factors that impact on the availability of retained firefighters we use a 'Marginal Gains' approach. We called it 'Marginal Gains' as we believe that by working on a case-by-case basis with each of our retained fire crews this can add up to a big difference in terms of our availability.

On a day-to-day basis, we address any potential gaps in cover by efficiently using our Crewing Optimisation Group in a targeted way. This is to make sure we have fire engines available where we need them, when we need them. We also use a 'county crewing' system to make the best use of any retained firefighters' surplus availability, where they will travel to another retained fire station to make up a full crew.

This approach of 'Marginal Gains' has seen WSFRS respond to the needs of our community with the nearest and quickest appliances across the County.

- The Crewing Optimisation Group made Retained appliances available on 752 occasions and attended 79 incidents.
- County crewing has seen RDS staff support strategic stations on 553 occasions.
- Appliances supported by those providing County crewing attended 284 incidents.

We will be looking at further options to address the root causes of the availability of retained firefighters in our next CRMP.

Incidents at county boundaries and those which require a significant commitment of resources for extended duration can create challenges for any service. To ensure these challenges are minimised we will work collaboratively with our neighbouring fire services to ensure the public always receive the most efficient response. When we draw on resources not directly under WSFRS control, through mutual assistance, we will ensure, as far as practical, there is a compatibility of equipment and procedures.

We will ensure we have the appropriate level of command for all incidents. All fire engines have a dedicated incident commander. Incidents that require personnel, services and equipment greater than those available on two fire engines, creates complexities that require a higher level of command competence. The resolution of the most complex emergency incidents also requires multi-agency groups of tactical and strategic managers meeting away from the incident to identify and address the wider impact. WSFRS will ensure we have the appropriate level of command available for all incidents by providing equipment and training to our middle and senior managers to enable them to respond to incidents, take on command or to attend off site meetings in order to take on the off-site responsibilities.

We will ensure we always have enough on duty commanders to create an initial safe system of work at two simultaneous incidents requiring multiple fire engines; where one requires a command team of senior and middle managers and the other requires a command team of middle managers.

There is also a range of potential incidents, that due to their location or complexity, require additional equipment for their resolution. These include fires where there is poor road access, accidents involving heavy goods vehicles or trains, or fires away from the water network. These incidents require the provision of specialist vehicles such as off-road vehicles, water carriers, aerial ladder platforms and high-volume pumps. Whilst these incidents require additional equipment, the training for the use of this equipment can be achieved with careful planning and location of vehicles within the training time available for firefighters. As such, we ensure we can meet this full range incidents through the provision of a specialist vehicle fleet crewed, when required, by personnel who also crew fire engines.

WSFRS have also assessed, within CRMP planning, that there is also a small range of possible incidents where a specifically trained specialist response is required.

WSFRS will respond to the following specialist incidents:

1. Confined space rescues
2. Hazardous materials incidents for rescues or environmental protection
3. Rescues at height

4. Animal rescues
5. Rescues from rivers and at flooding incidents
6. Terrorist incidents

To support these, we maintain a specialist Technical Rescue Unit made up of wholetime firefighters with additional training, that will be available 24/7.

To ensure we can form part of a multiagency response to marauding terrorist incidents we will provide a 12-person team to assist with the treatment of casualties, a specialist team to deal with any fire situation – where specialist PPE will need to be worn and ensure that we have sufficient specially trained officers that, as part national network, can co-ordinate our response with partner agencies.

We will ensure that we have access to the equipment services and personnel necessary to deal with other potential specialist incidents, by ensuring that we have robust arrangements for drawing upon national resilience arrangements – such as urban search and rescue or mass decontamination, where required.

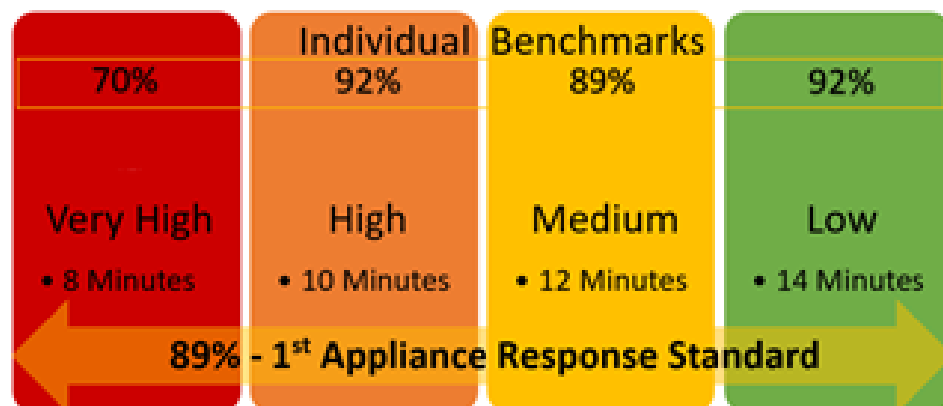
When attending any of these incidents and bringing them to a successful conclusion will ensure that we meet our requirements towards the health, safety and welfare of our team members by having well developed policies and procedures drawn from national operational guidance; a competent work force trained in the application of these policies and procedures; robust dynamic and analytical risk assessment processes; and by ensuring that risk is always considered with respect to potential benefits in accordance with the firefighter maxim.

The firefighter safety maxim

'At every incident the greater the potential benefit of fire and rescue actions, the greater the risk that is accepted by commanders and firefighters. Activities that present a high risk to safety are limited to those that have the potential to save life or to prevent rapid and significant escalation of the incident.'

First Appliance – Emergency Response Standard

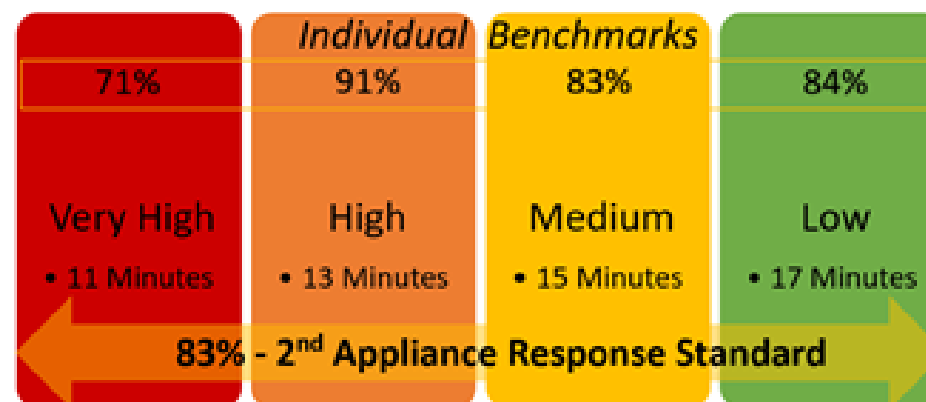
Against the critical fire risk grades of Very High, High, Medium, and Low, the below response standards show time of call to time in arrival to be less than:



Our 1st Appliance Response Standard for this reporting period is 89%.

Second Appliance – Emergency Response Standard

Against the critical fire risk grades of Very High, High, Medium, and Low, the below response standards show time of call to time in arrival to be less than:



Our 2nd Appliance Response Standard for this period is 83%

Our Critical Special Services are non-fire emergency incidents such as Road Traffic Collisions, or persons trapped in machinery. Road traffic collisions (RTCS) account for more deaths and injuries than fires in West Sussex. The nature of these incidents does not generally follow a geographical correlation. Safe systems of work can be put in place at these incidents with only one appliance in attendance and therefore the arrival of the first appliance only will be measured. The attendance standard for a critical special service incident is 13 minutes across the whole county.

National Operational Learning and Joint Organisational Learning

The sharing of notable practice or opportunities for development beyond our immediate service is extremely important. National Organisational Learning (NOL) and Joint Organisational Learning (JOL) platforms enable us to share our learning on a national level with the fire and rescue sector and partner emergency services. Each of these platforms are assisting emergency services to have an improved shared understanding of risk and how services have overcome these challenges. This promotes the safety and welfare of our communities and personnel.

Operational Assurance

Responding to emergencies is core to our role as a fire and rescue service, where risk is at its highest, and our operational competence must be the very best. A person is operationally competent only when they can apply their training, skills, experience and knowledge at operational incidents or simulations safely. Within the National Occupational Standards (NOS) that apply to fire and rescue services, there is a requirement to implement a quality assurance system.

Such systems ensure:

- We deliver our services to a standard expected of the communities we serve
- Our operational staff have the necessary skills, knowledge and understanding to fulfil the vast array of operational demands placed upon them
- Continuous development of a safe, and competent operational workforce
- That issues are managed and rectified in an appropriate and timely manner.

We implement operational assurance so that an appropriate quality management system is in place. To facilitate this, we undertake regular performance and review of all aspects of our operational performance with both operational and command debriefs for relevant incidents.

WSFRS have carried out multi-agency exercises ranging from smaller less complex incident types to larger more protracted scenarios with agencies such as South East Coast Ambulance Service, Gatwick Airport, Sussex Police and our wider Local Resilience Forum colleagues. These exercises also include cross border working with Hampshire, Surrey and East Sussex Fire and Rescue Services.

We have utilised virtual learning platforms during the COVID-19 pandemic with various teams across the service delivering training webinars and seminars which included subject matter experts both internally and externally and has been used widely for command development and assessment. Tabletop exercises have taken place involving West Sussex Fire and the Sussex Resilience Forum (SRF). To enhance learning experiences, the service uses the command virtual facilitation equipment XVR to build station risks and generate virtual incidents. The Operational Assurance team have carried out virtual performance review of operations utilising the Microsoft Teams

platform for presentations to the wider service and for organisational briefings including support for the services Fatal and Serious Fire review. As Sussex recovers from the pandemic, WSFRS has started to resume activities such as training, development, incident and exercise debriefs all now taking place in a COVID-19 compliant and secure way risk assessed by the organisations Health and Safety Team.

People and Organisational Development

The People & Organisational Development Team is outlined below:

Our team is shaped by what we are aiming to achieve and sets the direction and focus for our people objectives, incorporating the six areas of improvement outlined in the NFCC People Strategy and our WSCC People Framework.

1. Strengthen **Leadership and Line Management** skills to support organisational cultural change, **talent management** and service delivery to the public.
2. Develop our **cultural values and behaviours** which make WSFRS a great place to work.
3. Provide high quality **training and development** opportunities that respond to the needs of our staff, our desired culture, our service model needs and ensures **performance** improvement of services to the public.
4. Strengthen our ability to provide an excellent service by **diversifying** our staff.
5. Continue our work on creating a **fair and equal** place to work.
6. Continue to support the **health, wellbeing and ways of working** for all our staff.

The Operational Training & Development teams are responsible for the delivery and/or commissioning of all Operationally related learning & development requirements within WSFRS. In doing this we ensure that all WSFRS staff are safe and competent in carrying out their day-to-day duties to deliver the best service in the best way. In particular we ensure that all front-line staff are highly skilled in responding to emergency situations across West Sussex.

All new firefighters attend basic training which is broken down into modules and each module is delivered and assessed by specialist Trainers and Assessors.

All front-line operational staff, inclusive of new starters, attend regular station training as detailed within their Station Training Plan in order to maintain their operational capabilities, competence and safety. They also attend centrally planned refresher training in order to support this maintenance of competence programme. An electronic course management system aids the monitoring of this training.

Breathing Apparatus refresher training takes place at dedicated training venues annually. Compartment Fire Behaviour Training ('Live Fire') capability is refreshed every two years.

Road Traffic Collision extrication techniques, trauma care, dealing with hazardous materials and working safely at height skills are refreshed over a two-year period.

The Water Rescue capability of the Services key water incident fire stations is validated by the staff attending two days of assessment every year.

All Incident Commanders, at all levels (Initial, Intermediate, Advanced and Strategic), are trained and assessed for their knowledge & understanding, skills and behaviours by a dedicated Incident Command Training team who are qualified in designing, delivering and assessing Incident Command training and development.

The Service delivers in-house Driver Training for its front-line firefighters. Once they are designated as an appliance Emergency Response Driver they then go on to attend a one-day emergency response driving refresher in line with National Standards. Driver Training also includes specialist driver training (including specialist vehicles, Officer and 4x4 training).

The Operational Learning & Development team manages the Services Accredited Centre; Skills for Justice are the awarding body. Visits by external standards verifiers annually assess and confirm that the Service operates to and maintains nationally accredited awarding standards and this assists in quality assuring the planning, delivery and review/improvement of training and assessment across the Service.



As part of the HMICFRS Improvement plan the People Causes of Concern are addressed through a specific programme that has been set up known as the People Action Plan. The latest version of this plan can be found [here](#).

To resource this, there has been the introduction of several new posts, including recruitment of a Head of People and Organisation Development, Health & Wellbeing Manager, Diversity and Inclusion Adviser, and Workforce Development Consultant have been critical in supporting the plan and its delivery.

Equality and Diversity

The West Sussex Diversity and Inclusion policy statement sets out the County Council's commitment to deliver fair and inclusive services for all West Sussex communities. The policy statement shows how it promotes equality, tackles discrimination and meets its legal obligations as set out in the Equality Act 2010 and the Public Sector Equality Duty. West Sussex County Council is committed to equality of opportunity, valuing diversity, and eliminating unlawful discrimination. Our approach to diversity and inclusion is embedded in the four priorities in [Our Council Plan](#).

Integrated Risk Management Plan Progress

In this Annual Statement of Assurance, we are reporting on the progress made at year three (2020/2021) of our priority programmes, which include the IRMP Action Plan, the HMICFRS Improvement Plan and the People Action Plan.

Integrated Risk Management (IRMP) Projects (Completed by 31st March 2021)

Strategic Priority 1 - Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities

12 Tonne Appliances - This project introduced 12 tonne Fire Engines into the fleet to improve our response with two sizes of fire engine addressing the challenges eg. Narrower roads.

Prevention 2020 - The Prevention 2020 project restructured the Prevention Team and broaden the community safety offer beyond fire and road safety. This included delivery of benefits such as increased prevention capacity, upskilling of the Service's operational crews, as well as consistency across prevention delivery.

Phase 1 Restructure – Protection - This project enabled the delivery of a Fire Safety Enforcement Strategy, a staffing model and resource level that matches fire safety risk and workloads in West Sussex.

Service Delivery Centre - The Service Delivery Centre (SDC) has focused on ensuring operational resources are prioritised in the most efficient way. This has improved the availability of operational assets and reduced the burden on operational response managers organising logistics, enabling them to focus on core activity such as training, prevention and protection work.

Group Crewing review - The Service reviewed its wholetime crewing systems to ensure that they maximise the availability of fire engines and support the delivery of prevention and protection activity, this was to ensure any areas that were not ideal. We also undertook to deliver the SDC and the additional Retained Liaison Officers (RLOs).

Firefighting tactics - The ongoing investment and modernisation of our firefighting equipment, techniques & tactics is key to firefighter and public safety and we have continued this with the introduction of:

PV-Stop - PV Stop is a fire-retardant solution (water based, non-toxic) that acts as a liquid blanket to make photovoltaic panels safe in the event of a short circuit or fire. This cuts off the energy source (light), reducing occurrence of reignition and the subsequent risk to firefighters, residents and property.



The deployment of PV Stop reduces risks and provides benefits by:

- Reducing the time spent at incidents unnecessarily; and
- Removing the likelihood of electric shock to firefighters.

Drones – This initiative was to increase use of drones are used to capture footage to assess attended scenes by Police and Fire and Rescue. This footage can assist in the safety of individuals, evidence of criminal behaviour and prevention and detection of crime.



Strategic Priority 2 - As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe.

Farynor - Outdated IT systems were causing considerable challenges in terms of maintaining appropriate data sets and working efficiently and were hampering activity in both Prevention and Protection. The 'Farynor' IT system has been introduced replacing the existing 'Terian' system and which is now live and will enable more robust data handling and accurate reporting, which in turn will allow the service to demonstrate more timely and reliable detailed performance reports.



Strategic priority 3 - Collaborate with emergency services and other local and national partners to improve the service to the public.

Gaining Entry - WSFRS gain entry to premises for South East Coast Ambulance to assist those that need urgent medical assistance to enable quicker medical attention to residents of West Sussex and reduce the demand on Sussex Police who are no longer able to provide this assistance.

4Fire Health & Safety (Noise) - West Sussex Fire & Rescue Service Health and Safety team has completed 34 noise assessments of risk, the results and information of which has been shared with our collaborative partners of East Sussex, Surrey and Kent Fire and Rescue Services therefore assisting in the delivery of the 4Fire (Noise) initiative.

Strategic Priority 4 - Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

People Action Plan

As referenced previously the [People Action Plan](#) provides strategic focus in terms of delivering the key people priorities at WSFRS which are:



The People Action Plan was designed with five workstreams:



Strategic Priority 5 - Provide customer-centred value for money services.

BA Contract renewal - Through engagement with the Contracts and Procurement Legal Team and following their advice, a Direct Award Contract was awarded to Drager Safety UK Ltd, to run from March 2021 until March 2024. The new contract expires in March 2024, there

is no provision for an extension within the contract as collaborative approach with other Fire and Rescue Services is being planned from this point.

Integrated Risk Management (IRMP) Projects ongoing - Year 4 (2021-2022)

Fleet Replacement Programme (five-year project) - A considerable amount of work has been undertaken to review the specialist vehicles within the service to ensure they still meet the risk in the county and are planned into the capital programme for replacement ahead of the next IRMP. This review specifically included the High-Volume Pump (HVP); 4x4 capability; Aerial Ladder Platforms and Bulk Water Carriers.

Hydra (Water Management System) Replacement - The WSF&RS Water and Access Management Team currently operate an IT system known as Hydra which provides the functionality to maintain information about fire hydrants and emergency water supplies, map new and existing devices, support their routine inspection and maintenance, and enable basic reporting for performance management. The current anticipation is that a new water management system will go live in quarter 1 2022/23.

Automatic Fire Alarms (AFA) Review - Responding to false alarms is an unnecessary demand on the service, a major cause of this demand is the Unwanted Fire Signals (UwFS), that are generated by the Automatic Fire Alarms (AFAs) installed to protect many non-domestic properties. Introduction of Call Filtering through Joint Fire Control and also reducing demand through advice and where possible enforcement subject to future planning.

Commercial opportunities - The business opportunities project was set up for business improvement, advice guidance and hands-on support from corporate business-minded colleagues (Commercial Services). It also aimed to identify business-minded options for revenue generation (income and savings), where possible through commercial FRS activity.

4Fire - In strengthening the collaborative approach for the 4 Fire (4F programme) the service has led and implemented an Operational Alignment board to generate a specific focus on the key operational/interoperability benefits between Kent (KF&RS), East Sussex (ESF&RS) and Surrey Fire & Rescue Service (SF&RS).

Vehicle Camera Solution - A combined procurement activity will conclude with the anticipated implementation of the camera solution in West Sussex in 2021/22

Technical Rescue Unit (TRU) Review - The Technical Rescue Unit (TRU) is a dedicated team which provides mission critical, specialist operational capabilities. The support provided to Urban Search and Rescue, part of the UK's national resilience, was determined as no longer required in 2019 however funding was secured to ensure we maintain this capability.

National Operational Guidance (NOG) - West Sussex Fire and Rescue Service has a responsibility to provide up to date operational guidance to its staff to ensure it can meet three (Priority 1, 3 and 4) of the 5 key priorities highlighted in the Integrated Risk Management Plan (IRMP). The initial focus was NOG Gap Analysis has been completed to highlight the strategic decisions that fire and rescue services need to take as an organisation to support the adoption of the National Operational Guidance in service and design of options for the implementation of NOG. Future years will focus on implementation and collaboration with neighbouring services to ensure it is as efficient as it can be.

Customer Centered Service Review (CCVFM) - WSFRS continues to explore opportunities through re-investment and collaborative partnership's whilst ensuring we take every opportunity to engage with our customers and stakeholders with key communications via social media and other information platforms.

Contaminants - The Service is working to reduce the potential risk posed by contaminants that occur as a result of operational exposure to smoke from fires, in order to protect the health of our firefighters.

Local Risk Management Plans - Since the introduction of Integrated Local Risk Management Plans last year, the Service has embedded the process to set station objectives, based on local risk. The data provided on the Community Risk Data app has been updated and all firefighters have access. In addition, each Watch is given responsibility for reporting achievements against those objectives.

Workwear - The approval of the new workwear design and allocation has been completed and the necessary contracts in collaboration with our colleagues in the WSCC Commercial Legal Team have been put in place. Delivery is planned for 2021/22 and will be rolled out with a supporting guidance for all personnel to the workwear expectations and standards.

999 Eye - 999eye is a web-based technology that allows control room staff to view live-streamed video footage from passers-by at incidents. Currently this technology is live in Joint Fire Control for fire calls exclusively.

Boss Mobile - Browser of Operational System Status or 'BOSS' provides a web-based view of operational activity and information from the Vision mobilising system to other departments or personnel across the service by use of an internet browser such as chrome or explorer.

Future Improvements in the service

Horsham Fire Station and Training Centre

This new facility will be a significant step forward for the Service ensuring we continue to meet the needs, demands and risks of our communities and staff. The Fire and Rescue sector is continually learning with incidents such as the Grenfell Tower tragedy highlighting new and emerging hazards which we, as a Service, must be able to evolve and respond to. Developing this new centre will allow us to do that by:

- Training more firefighters, which is important to meet the recruitment levels required in the coming years.
- Providing a centralised location, with more modern and effective training facilities, including realistic 'live fire' and incident command facilities.
- Creating an inclusive workspace that is key to ensuring an effective and diverse service, which will also help to meet the needs of our diverse communities.
- Reducing carbon emissions through energy efficient buildings and renewable energy sources, and
- Reducing our firefighters' exposure to potential contaminants through zoning clean areas within the building.



Investment through the County Council's capital programme has been secured, the layout has been designed and planning consent has been granted. The project is now in the latter stages of the detailed technical design, after which construction will commence. The current programme aims to see the building completed in 2023.

Community Risk Management Plan (CRMP) 2022-26 Planning

The National Fire Chiefs Council (NFCC) have commissioned a Community Risk Management (CRM) project that aims to develop robust, and evidence based digital guidance that supports a consistent approach to the CRM planning process. The project has seen a change in terminology from IRMP to CRMP.

The development of the CRMP 2022-2026 has moved into its delivery phase and a strategic steering group has been developed to ensure the appropriate momentum is applied to the risk analysis and associated staff and public engagement.

This includes forward planning for the required scrutiny and governance for its approval and publication. The CRMP is the West Sussex Fire Authority plan for our future activities to ensure we have the Prevention, Protection and Emergency Response plans, people and equipment to manage the risks faced by our communities in an effective and efficient way. This will also have a West Sussex Fire Sustainability Plan to ensure the service is contributing to the climate agenda.

To create the plan we must understand the full range of risks to people, property and the environment, risks that are constantly changing. We make sure we have the most up-to-date information available to us and by analysing this information we can understand changes over time and identify trends that will impact our Service and the communities we serve.

The CRMP is the Fire Authority's commitment to West Sussex. All fire and rescue service staff have been given the opportunity to input into the document during the scoping phase, where we identified all of the issues that are the business of the FRS, along with all of the internal and external controlling factors that have an impact. Individual service areas then risk assessed each of the issues scoped. This included how likely they were to materialise, their harm and prioritised them according to overall risk.

The CRMP is supported by service plans to further describe how the service reduces the identified risks, identifying the resources needed to deliver each plan, as well as highlighting proposals for areas where we could improve the delivery of our service over the lifespan of the document. These proposals will be put to the residents of West Sussex in a public consultation in late Quarter 3 & 4 2021/22 and those that are carried forward will be included in the CRMP when it is published in 2022.

Appendix A - Framework Requirements

Planning and policy framework

WSFRS operates as part of WSCC, which sets a clear framework for the work the service does. The key documents relating to this area are the [West Sussex Plan](#) - it sets out how the county council plans to shape its services for the next five years supported by the corporate services including [how the County Council spends your money](#). WSFRS also operates under broader corporate policies on:

- [Fraud & Corruption Policy](#)
- [Equality & Inclusion Policy](#)
- [Pay Policy](#)

The FRS works within a clear legislative context. Key legislation documents are as follows:

The National Fire and Rescue Service Framework for England 2018

Under section 21 of the Fire and Rescue Services Act 2004 (the 2004 Act), the Secretary of State must prepare a Fire and Rescue National Framework. The Framework:

- a) Must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions.
- b) May contain guidance to fire and rescue authorities in connection with the discharge of any of their functions.
- c) May contain any other matter relating to fire and rescue authorities or their functions that the Secretary of State considers appropriate.

Fire and Rescue Services Act 2004

This Act came into effect on 1 October 2004. It clarifies the duties and powers of fire authorities to:

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- Deal with other specific emergencies, such as flooding or a terrorist attack
- Respond to the needs of our communities and the risks they face.

Fire and Rescue Service (Emergencies) (England) Order 2007 -The Fire and Rescue Service Emergencies (England) Order 2007 outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities.

The duty requires authorities, where provision of resources has been made by central government, to respond to incidents, both within and outside the authority area, involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

The Order complements the National Mutual Assistance Protocol, to which this Authority is a signatory. This requires fire authorities to make a reasonable response to requests for assistance in relation to any large-scale emergency outside their area.

The Regulatory Reform (Fire Safety) Order 2005 -This Order is a statutory instrument, applicable only in England and Wales, which places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire. It became law on October 1 2006.

Civil Contingencies Act 2004 Fire and Rescue Authorities are 'Category 1 responders' under the Civil Contingencies Act 2004.-This Act sets out the full set of civil protection duties, including assessing the risk of emergencies happening (ranging from widespread flooding to terrorist attacks) and using this to inform contingency planning. Fire and Rescue Authorities must ensure that emergency plans and business continuity management arrangements are in place.

The Equality Act 2010 -This Act is designed to reform and harmonise equality laws, to increase equality of opportunity and to have regard to the desirability of reducing socio-economic inequalities. It is designed to legally protect people from discrimination in the workplace and in wider society.

The Policing and Crime Act 2017 -The Act makes three key provisions pertaining to the FRS:

1. It places a duty on the emergency services, Police, Fire and Ambulance, to collaborate, when there is a proven benefit to operational effectiveness or efficiency.
2. It established an independent inspectorate for the Fire and Rescue Service, the HMICFRS
3. It enables transfer of Fire and Rescue Authority (FRA) duties to Police and Crime Commissioners (PCCs) where a case for change is made.

Further legislation which applies to the Fire Authority can be found within our IRMP.

Contact us

In an emergency you should always dial 999.

To find out more on West Sussex Fire & Rescue Service please follow the link to our website: <https://www.westsussex.gov.uk/fire>

Your views and comments on this Statement of Assurance are very welcome. If you have feedback or any questions, please get in touch with us.

By email: wsfrs@westsussex.gov.uk

By telephone: 01243 777100

Or write to us at:

West Sussex Fire & Rescue Service Headquarters, County Hall, Chichester, PO19 1RQ

Appendix B - Service Performance and Assurance Framework– Core Measures

Core measure	20/21 Year-end Figures	19/20 Figures
CM1 - Number of Fire Deaths	7	2
CM2 - Number of fire casualties	28	78
CM3 - Deliberate primary fires	157	182
CM4 - Deliberate Secondary fires	257	371
CM5 - Safeguarding referrals made within 24 hours	100%	Not measured
CM6 - Number of Safe and Well Visits (S&WV's) delivered to very high or high risk	2998	4669
CM7 - % of Very High Risk Safe and Well referrals completed within 1 working day	31.10%	Not measured
CM8 - % of High Risk Safe and Well referrals completed within 7 working days	93.90%	Not measured
CM9 - Number of Full Fire Safety Audits carried out under the RBIP	317	Not measured
CM10 - % of Unsatisfactory fire safety audits	23%	Not measured
CM11 - % of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005	100%	Not measured

Core measure	20/21 Year-end Figures	19/20 Figures
CM12 - % of Statutory Fire Safety consultations completed within the 14-day time period each financial year	100%	Not measured
CM13 - Number of Unwanted Fire Signals attended year on a year	1476 (9% reduction)	1615
CM14 - % of emergency calls answered within 7 seconds by Joint Fire Control	94.20%	Not measured
CM15 - % of mobilisations within 2 seconds by Joint Fire Control	84.30%	Not measured
CM16 - % of notifications of a level 2 Incident Commander to life risk calls within 5 minutes by Joint Fire Control	98.40%	Not measured
CM17 - % of occasions the first fire engine meets it's emergency response standard at a critical fire incident.	90.30%	87%
CM18 - % of occasions the second fire engine arrives at a critical fire incident within it's emergence response standard.	78.80%	72.90%
CM19 - % of occasions the first fire engine meets it's emergency response standard at a critical special service incident.	80.10%	73.60%

Core measure	20/21 Year-end Figures	19/20 Figures
CM20 - Adequate crewing on all wholetime frontline pumping appliances	99.90%	99.70%
CM21 - Adequate crewing on all retained frontline pumping appliances	69.30%	59.40%
CM22 - % of domestic dwelling respondents satisfied with the overall service from WSFRS	99%	99%
CM23 - % of commercial/business respondents satisfied with the overall service from WSFRS	100%	96%
CM24 - % of commercial/business respondents satisfied with the services with regards to Fire Safety Audits by WSFRS	50%	93.70%
CM25 - Domestic dwelling respondents satisfied with the service regards their Safe and Well Visit by WSFRS	99.00%	Not measured
CM26 - % of working time lost to sickness across all staff groups. Target is less than 5% sickness absence	97.80%	Not measured

Core measure	20/21 Year-end Figures	19/20 Figures
CM27 - Eligible operational staff successfully completing fitness test	86.20%	Not measured
CM28 - Eligible operational staff in qualification	91.70%	Not measured
CM29 - % of Fire Safety Inspectors qualified or working towards to Level 4 Diploma Level	100%	Not measured
CM30 - % of RIDDOR accidents that are investigated and reported on time	100%	100%
CM31 - % of WSFRS projects that are on track to be delivered within agreed tolerances	92%	Not measured

**Key decision: No
Unrestricted
Ref: CAB12 21/22**

Report to Cabinet

December 2021

Review and Appointments to Outside Bodies previously appointed by County Local Committees (CLCs)

Report by Director of Law and Assurance

Electoral division(s): All

Summary

Outside bodies are external organisations, including partnerships to which the County Council is a party, which have requested that the County Council appoints an elected member or a representative to them or to which the Council expects to make appointments. Following the recent decision to remove the County Local Committee's and replace these with informal County Local Forums, the Cabinet is asked to review the appointments to Outside Bodies previously made by CLCs, consider whether those appointments are still fit for purpose and to decide, if any are retained, who makes those appointments.

Recommendations

That Cabinet approves:

1. 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. Appointments are made by individual Cabinet Members with the respective portfolio responsibility and that they appoint the relevant local councillors to the remaining roles, as set out in Appendix B.
3. To fill the vacancy on the Chichester Harbour Conservancy.

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:

- 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 A review of the outside bodies to which the County Council appoints took place at the beginning of the new Council term, with a number being removed from the list. Most appointments to outside bodies previously made by CLCs were deferred, unless already removed as part of that review, pending the decision by Governance Committee in September 2021 to replace CLCs with a trial of local community engagement forums, spanning 7 district and borough areas across the County, for one year.
- 2.2 Following this decision, local members in the Adur, Worthing, Crawley and Chichester areas were approached to seek their views on the value of these outside bodies and any other feedback regarding appointing to them. Broadly, the responses indicated that local members felt these outside bodies were valuable to retain, and some nominations were suggested for appointments.
- 2.3 The Cabinet subsequently reviewed this feedback and considered whether or not they retain and appoint to some or all of these outside bodies, given the removal of the CLCs from the constitution and the associated decision-making arrangements, and whether or not these outside bodies remain fit for purpose following these changes. As a result of this review, two of these outside bodies, as listed in Appendix A, are recommended for removal from the County Council's list, for reasons set out in that table.
- 2.4 Given that the County Local Forums will have alternating Chairmen and cover 7 District and Borough areas, Cabinet considered whether appointments are made by the relevant Cabinet Member based on the portfolio, rather than by the Chairman of the former CLCs, and the organisations proximity to that CLC. The conclusions from their deliberations are set out in Appendix B, and Cabinet is asked to confirm the appointments as set out in Appendix B.

- 2.5 In respect of any appointment where the Cabinet Member is not yet in a position to make a final appointment these will be deferred and reviewed by the relevant Cabinet Member at the appropriate time.

3 Other options considered (and reasons for not proposing)

- 3.1 The Cabinet may choose not to appoint to these outside bodies, or remove them entirely, 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.
- 4.3 Councillors in or near the local areas of the organisations, as set out in Appendix A, were contacted for their views and comments on the value of these outside bodies.

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 – List of Outside bodies recommended for removal from the list

Appendix B - Outside bodies recommended for retention on the list to which individual Cabinet Members will appoint and nominations to those outside bodies.

Background papers

None

Appendix A - Outside Bodies recommended for deletion from the Outside
Bodies List:

Outside Body	No. of Member Appointments	Reason for Removal
Southwick Community Centre Board of Trustees	1	Representative not required
Wey and Arun Canal Trust	1	Representative not required

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Appendix B – Outside Bodies recommended for retention on the Outside Bodies list that individual Cabinet Members appoint to and be an approved duty for which allowances can be claimed.

Appointments by Cabinet

Outside Body	No. Required	Proposed Appointments
Chichester Harbour Conservancy	4	vacancy

Appointments by the Cabinet Member for Environment and Climate Change

Outside Body	No. Required	Proposed Appointments
Gatwick Greenspace Partnership	2	Cllr Burrett vacancy
Manhood Peninsula Partnership	1	vacancy
Port of Shoreham Liaison Committee	1	vacancy

Appointments by the Cabinet Member for Highways and Transport

Outside Body	No. Required	Proposed Appointments
Goodwood Aerodrome Consultative Committee	1	Cllr Hunt
Goodwood Motor Circuit Consultative Committee	1	Cllr Hunt

Appointments by the Cabinet Member for Support Services and Economic Development

Outside Body	No. Required	Proposed Appointments
Waves Ahead Strategic Partnership	1	vacancy

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