

Public Document Pack

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23 November 2021

Children and Young People's Services Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Wednesday, 1 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:

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Agenda

- 10.31 am 1. **Declarations of Interests**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
- 10.32 am 2. **Urgent Matters**
- Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.
- 10.33 am 3. **Minutes of the last meeting of the Committee** (Pages 5 - 12)
- The Committee is asked to agree the minutes of the meeting held on 29 September 2021 (cream paper).

- 10.38 am 4. **Responses to Recommendations** (Pages 13 - 16)
- The Committee is asked to note the responses to recommendations made at the 29 September 2021 meeting from the Cabinet Member for Children and Young People.
- 10.43 am 5. **Children First Improvement Update - Quality Assurance** (Pages 17 - 40)
- Report by the Director of Children Young People and Learning.
- The report updates the Committee on the developments and progress made in the Children First programme since its last update in September 2021, with a focus on quality assurance.
- 11.43 am 6. **Performance and Resources Report - Quarter 2** (Pages 41 - 74)
- A report by the Director of Finance and Support Services, setting out the finance and performance position as at the end of September 2021.
- The Committee are asked to examine the end of September 2021 (Quarter 2) quarterly performance and resources report which sets out the Council's corporate performance, finance, savings delivery and business performance for the services within the remit of this Committee.
- 12.28 pm 7. **Work Programme Planning and Possible items for Future Scrutiny** (Pages 75 - 96)
- The Committee is asked to agree its draft work programme (Appendix A), which reflects the outcome of the discussions at the Committee's Business Planning Group meeting held on 17 November 2021.
- The Committee is asked to review the Forward Plan entries relevant to its remit (Appendix B) and consider whether it wishes to enquire about any of the forthcoming decisions within its portfolio.
- 12.33 pm 8. **Requests for Call-In**
- There have been no requests for call-in to the Scrutiny Committee within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.
- 12.38 pm 9. **Date of Next Meeting**
- The next meeting of the Committee will be held on 12 January 2022 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Children First Improvement Update
- Attainment Gap in West Sussex

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 20 December 2021.

To all members of the Children and Young People's Services Scrutiny Committee

Webcasting

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Children and Young People's Services Scrutiny Committee

29 September 2021 – At a virtual meeting of the Children and Young People's Services Scrutiny Committee held at 10.30 am.

Present: Cllr Hillier (Chairman)

Cllr Linehan	Cllr Cherry	Cllr Sparkes
Cllr Baldwin	Cllr Cornell	Mr Lozzi
Cllr Burgess	Cllr Mercer	Cllr Evans
Cllr Charles	Cllr Smith	

Apologies were received from Cllr Bennett, Cllr Hall, Mrs Hill, Mr Cristin and Mrs Ryan.

Also in attendance: Cllr N Jupp and Cllr Russell.

18. Committee Membership

18.1 The Committee were asked to note the change to its membership with Cllr Evans being appointed to the Committee as a substitute (Conservative) and to welcome Cllr Evans to the meeting in her role as substitute for Cllr Bennett.

19. Declarations of Interests

19.1 In accordance with the County Council's code of conduct, the following declarations of interest were made for Item 7 Performance and Resources Report – Quarter 1:

- Cllr Burgess declared a personal interest as a member at Crawley Borough Council.
- Cllr Linehan declared a personal interest as the parent of a child with an EHCP.
- Cllr Mercer declared a personal interest as the Chair of the Orchard Hill College and Academy Trust.
- Cllr Smith declared a personal interest as the parent of a child who uses school transport and has an Education Health and Care Plan (EHCP).

20. Urgent Matters

20.1 The Chairman raised the Woodlands Meed school project as an urgent matter and asked the Cabinet Member for Learning and Skills, Cllr Nigel Jupp to update the Committee on recent developments.

20.2 Cllr Nigel Jupp gave a brief resume of the project so far for new members to the Committee and updated that the necessary legal agreements had not been signed in time for the work to begin over the school summer holidays. There remained a small number of areas to be finalised and the design work had progressed considerably. The Cabinet Member stated there was no lack of commitment from the County Council and he remained hopeful that legal agreement was close and that the

programme and costs could be agreed, and a formal works contract could be entered into.

20.3 The Cabinet Member agreed to keep the Committee and all County Councillors updated and reminded them that the dedicated [Woodlands Meed update page](#) would keep them up to date.

20.4 A Committee member referred to an email which had been circulated to members of the Committee from the Woodlands Meed Governing Body. The Cabinet Member agreed to include Committee members in the response to the points raised in the email.

21. Minutes of the last meeting of the Committee

21.1 Resolved – That the minutes of the meeting held on 30 June 2021 be approved as a correct record and that minutes of the meeting held on 20 July 2021 be approved with one amendment to item 13.1, first bullet point, to correct the text to read Horsham District Council.

21.2 Several members raised the circulation of the Early Help Redesign Communications Plan to Committee Members and asked when there might be an opportunity to scrutinise it. The Chairman agreed that any comments on the Plan should be emailed to him, the Cabinet Member and Democratic Services to pass on to the service.

22. Responses to Recommendations

22.1 The Committee welcomed the responses to the recommendations made by the Committee at the meetings on 30 June and 20 July 2021 and the information they contained.

22.2 Under item 1 of the response to recommendations of 30 June 2021 Committee Members were concerned about how support for children and young people's mental health and emotional wellbeing was practically translating. The Executive Director of Children Young People and Learning reminded that Committee that the Children and Adolescent Mental Health Services (CAMHS) service was run by the National Health Service Sussex Partnership and perhaps that could be raised with the Health and Adult Services Scrutiny Committee. She did let the Committee know that a communication was planned with all County Council members which might answer many of the questions. The Committee agreed to see that and decide if there were any areas for future scrutiny.

22.3 The Committee restated the importance of this issue for young people and were keen to see how the threads of the child experience drew together with social care, safeguarding, schools and special educational needs.

23. Children First Improvement Update - Workforce

23.1 The Cabinet Member for Children and Young People, Cllr Russell, introduced the item reporting that she was pleased the Committee were reviewing the workforce area. She reported that work had resulted in the County Council being a more stable place for employment and the new

Social Worker offer, which replaced the interim package, had gained a 98% take up by eligible staff. This showed a strong commitment from staff to the improvement journey.

23.2 The Children First Transformation Director, Mr Clark, led the Committee through the headlines in the report and then members of the Committee asked questions and a summary of those questions and answers follows:

- The extensive **staff engagement** had been with all staff to ensure all needs were met, staff were supported through training and supervision sessions and the service offer improved. All staff were being trained in motivational interviewing and the broad range of training opportunities were constantly updated.
- The **staff survey** had been right across the workforce and had received a higher response rate than ever before. There were some areas of improvement raised, such as technology not working consistently, less face-to-face peer support and feelings of isolation, many of which related to the pandemic arrangements. Each team has a representative on the Recovery Group and who feeds back ideas and top tips to their team. The next survey was programmed for January 2022 and information from that could be shared with the Committee.
- All Members would receive an update on the **Early Help Redesign** proposal progress so they can keep residents updated. The health service is looking to retain about 10 centres separately from the County Council. Libraries are retaining many health provisions and voluntary and community groups. Work is underway looking at the most sensible use of the non-retained Early Help centres with asset plans for each centre being collated and reviewed.
- **Progression for Social Workers** to either management or higher performing social work roles is still possible. The removed limits on the higher end social worker level means they can provide mentoring to less experienced members of staff to provide consistency and encourage quality assurance.
- **Delaying of the structure** and improvements to the scheme of delegation now meant that decision making was improved and quicker.
- **Caseloads** had been stabilised through performance monitoring of case work through monthly analysis and by the Commissioner at the monthly Improvement Board. Recent comments by Ofsted suggested caseloads appeared to be about the right level. The difficulty with caseloads comes more from complexity rather than numbers.
- **Customer Feedback** is collected through a range of methods and is something the service want to develop particularly as part of the family safeguarding model. Ofsted use several different

ways to form a judgement including speaking to individual children, parents, carers and partners. Children's homes are normally inspected twice a year. The Assistant Director – Corporate Parenting explained that the Corporate Parenting Panel (CPP) has key groups engaged with it, including the Children in Care Council (CiCC) and the Care Leaver's Advisory Board (CLAB). The young people can feed back on their experiences through CiCC, CLAB, CPP and via an annual survey. There are also a series of CPP sub-groups, one of which is managed and co-chaired by the Chair of CLAB which the information/actions raised were collated and feedback through a "You said, we did" action plan approach. **Action:** The Assistant Director – Corporate Parenting agreed to share an example of the action plan with Committee members.

- A close eye is kept on **re-referral** numbers. There are regular audits to check the threshold for referrals is correct. In addition to internal monthly checking, referral rates are reported to the Improvement Board and Commissioner. Numbers regularly fluctuate and if a spike was sustained it would be investigated with particular attention paid to re-referrals. **Action:** The Children First Transformation Director agreed to share a more detailed report with Committee members on this subject outside of the meeting.
- **Child Protection Performance** was an area of focus for improvement, recognising that the number of **statutory visits** being completed on time was only 81.7%. A lot of activity was in train including establishing a quality assurance framework and monitoring by the Commissioner and partners in practice.
- Work was under way at simplifying **IT systems** across the children's service. Work is being done to integrate the early help system and to look to the market to find a provider to help. Work was underway with IT Services to develop electronic workbooks, which it is hoped would reduce bureaucracy for social workers and allow more time working directly with families.
- To **Embed Quality Standards** underperforming staff were supported and mentored to help improvement. The new job descriptions in the Social Worker offer had helped to clarify what was expected of those staff including continuing professional development and re-registration every three years. The Improvement Board oversees all aspects of performance. This an ongoing iterative process of supporting staff and also challenging them appropriately.

23.3 Resolved – That the Committee:

1. Welcomes the excellent work of the service in workforce development and would welcome a further report in Summer 2022 to provide an update on the progress and impact of the management and workforce development changes as they become

further embedded. The Committee would like this to include the outcomes of any further Staff Surveys, workforce data such as staff turnover, caseloads, agency staffing and the impact the changes are having on the social worker practice for children and young people.

2. Recognise that further work is being progressed on Child Protection as part of the improvement journey, and would like to continue to be updated on child protection performance as part of the Children First Improvement Updates to provide assurance that improvements are being made.
3. Would welcome an update on the work on the simplification of the IT systems for children and young people directorate to support the workforce and enhance offers to children and young people as part of a future Children First Improvement Update report.
4. Asks the Cabinet Member to keep the Committee updated on the progress of work with partners and services who currently work from buildings where early help are withdrawing, to provide some assurance that the impact on the level of services available to children and families is minimal.

Cllr Russell and Mr Lozzi left the meeting at 12.15pm

24. Performance and Resources Report - Quarter 1

24.1 The Committee examined the performance and resources report (PRR) prepared by the Director of Finance and Support Services, which set out the Council's corporate performance, finance, savings delivery and business performance for the services within the remit of this comment from April to end of June 2021.

24.2 Members of the Committee asked questions and a summary of those questions and answers follows:

- **Free School Meals** – All children up to the age of seven receive universal free school meals, however unless parents or carers, who are eligible for non-universal free school meals, register, the schools do not gain the associated Pupil Premium. The guidance for applying is being revised. **Action:** The Committee requested that further detail on trends for Free School and neighbouring comparative detail be included in future PRR reports.
- **Not in Education, Employment or Training (NEET)** – The Committee welcomed the improving picture for the number of young people classed as NEET. **Action:** The Director of Education and Skills agreed to provide more comparative figures for the quarter 2 report to set more context for future reports.
- **Care Leavers in employment, education or training** – Covid 19 had had significant an impact on the availability of opportunities for care leavers. A core activity for the County Council is the Civil Service internship for young people 18-30 years of age and apprenticeship opportunities both within the County Council and within district and borough councils. The Care Leavers Apprenticeship Engagement Forum has received funding from the Department for Education to run a training

partnership with the University of Chichester. A module is being worked up for care leaving young people to enable them to take up higher level apprenticeships.

- The Committee noted that seven of the priorities in **Keeping Vulnerable People Safe** were rated red and hoped to see an improving picture in the next quarter report. The Committee agreed that Graph 1 (Performance by Priority) should be updated to identify which portfolio the performance measures fell into.
- The Committee were told that discussions were in progress on the **unallocated Covid-19 funding** and the Committee would be updated once allocations had been made so that it could be made aware of any funding that would be used in the Children, Young People and Learning Portfolio.
- The project to **lease vacant properties** to reduce intentionally homeless costs was a focus of activity for the property estate workstream.
- **Catch Up Funding** is supplied by the Government direct to schools who are responsible for using and monitoring the benefit. A reduction in Ofsted inspections over the pandemic had reduced the information available on performance by schools.
- The Committee suggested that the tone of the reporting could be adjusted to reflect that high increases in demand within the service were being met for minimal increases in cost. **Action:** The Children First Transformation Director agreed to speak to corporate colleagues to reflect this.
- The increase in the cost of **home to school transport for children** with EHCPs had risen greatly over the last few years due to the increase in the number of children with EHCPs, with a projected 8% increase per year. Some 17,000 miles of transport was provided each day at a cost of £56,000. The Highways Transport Commissioning Team worked hard at meeting the increasing demand by seeking competitive rates and working creatively to help reduce the need for solo taxi journeys where possible.
- The Director of Education and Skills agreed that increasing numbers of children with an EHCP were a challenge for the County Council. The service was working on plans to deal with the pressures in addition to the key strands of work being delivered through the SEND and Inclusion Strategy. Special schools were at capacity in the county and the service were therefore exploring how to generate circa 700 more places to reduce reliance on independent placements, which were also at capacity. This could involve repurposing existing assets, expansions, relocations, phase three of the Special Support

Centres and exploring the Government's free school programme for special schools.

- The Director of Education and Skills explained that the **Pseudo Dynamic Purchasing System** was a method for purchasing and supply organisations to register to help identify appropriate provision for pupils. **Action:** The Director of Education and Skills agreed to collate some information on the rationale and functionality of the system for the Committee members.
- The Committee recognised the importance of the **Special Support Centres** in providing further mainstream provision for children and asked the Cabinet Member for Education and Skills to see if the work on Special Support Centres could be accelerated in the Capital Programme so that these centres could be delivered earlier.

24.3 Resolved – That the Committee welcomed the revised Performance and Resources Report, and that it provides a welcome overview of the performance and financial position within the Children, Young people and learning portfolio, taking into account the comments and further details requested above.

25. Work Programme Planning and Possible items for Future Scrutiny

25.1 The Committee discussed the items on the Work Programme 2021/2022 and made the following amendments:

- Add **Children and Young People's Mental Health and Emotional Wellbeing** – A briefing to be provided to the Committee on the current provision to identify any potential areas for scrutiny with the Health and Adults Social Care Scrutiny Committee.
- **Attainment Gap** – Report to include the position on data from academies and faith schools in the county.
- **Needs Assessments and EHCPs** – Process, Practice and Delivery – The Committee agreed to the establishment of a Task Force Group (TFG). The Business Planning Group were asked to scope up the work and produce a timeline and terms of reference. The following members volunteered to be part of the TFG: Cllr Baldwin, Cllr Charles, Cllr Linehan, Cllr Mercer, Cllr Smith and Cllr Sparkes.

26. Requests for Call-In

26.1 The report on the call in was noted.

27. Date of Next Meeting

27.1 The next meeting will be held on 1 December 2021 at 10.30am.

The meeting ended at 1.27 pm

Agenda Item 3

Chairman

Cabinet Member Responses to Recommendations

Agenda item	Children and Young People's Services Scrutiny Committee recommendations (29 September 2021)	Response/Update
Response from Cllr Jacquie Russell – Cabinet Member for Children and Young People		
Children First Improvement Update - Workforce	<p>1. Welcomes the excellent work of the service in workforce development and would welcome a further report in Summer 2022 to provide an update on the progress and impact of the management and workforce development changes as they become further embedded. The Committee would like this to include the outcomes of any further Staff Surveys, workforce data such as staff turnover, caseloads, agency staffing and the impact the changes are having on the social worker practice for children and young people.</p>	<p>I thank the Committee for their support on the extensive work that has been progressed by the service in this area.</p> <p><i>The impact of the management and workforce development changes has been added to the Committee's work programme as an area of focus for a future Children First Improvement Update report.</i></p>
	<p>2. Recognise that further work is being progressed on Child Protection as part of the improvement journey and would like to continue to be updated on child protection performance as part of the Children First Improvement Updates to provide assurance that improvements are being made.</p>	<p><i>The Child Protection Performance information forms part of the Performance information report which is included with each Children First Improvement Update report presented to the Committee</i></p>
	<p>3. Would welcome an update on the work on the simplification of the IT systems for children and young people directorate to support the workforce</p>	<p>This is a large programme of work and the procurement process is now well underway. The project team have continued to work through the functional, technical and delivery elements of the specification and have produced a</p>

Cabinet Member Responses to Recommendations

Agenda item	Children and Young People’s Services Scrutiny Committee recommendations (29 September 2021)	Response/Update
Response from Cllr Jacquie Russell – Cabinet Member for Children and Young People		
	<p>and enhance offers to children and young people as part of a future Children First Improvement Update report.</p>	<p>specification document. The specification document has been drafted as an outcome specification – meaning that potential providers will be able to offer a solution that meets the overall business need.</p> <p>Early market engagement and market shaping stage is now complete.</p> <p>Requirement definition is now complete. Procurement delivery strategy has now started and the tendering documents have been published. Tender evaluation is planned for completion by the end of January 2022 when the contract will be awarded. This will mean that the service commencement date is planned for early April 2022 and the anticipated implementation of the changes planned for November 2023.</p>
	<p>4. Asks the Cabinet Member to keep the Committee updated on the progress of work with partners and services who currently work from buildings where early help are withdrawing, to provide some assurance that the impact on the level of services available to children and families is minimal.</p>	<p>Early Help are in the process of withdrawing from non-retained Children and Family Centres and Youth Centres. All partners were notified of vacation dates. The service have worked closely with Health partners, including Healthy Child Programme (HCP), Midwifery, Speech and Language Therapy (SALT) and Looked After Children (LAC) nurses to deliver from the retained centres. Assets are also working with HCP on the lease of 10 centres to support their continued delivery. Outside of Health there have only been a small number of partners requesting help to find space. This is in part as a number of partners have not delivered in centres since they closed due to the pandemic in March 2020. Where other partners have expressed their requirements, we have been able to accommodate them in the retained centres. Homestart are a good example of this,</p>

Cabinet Member Responses to Recommendations

Agenda item	Children and Young People’s Services Scrutiny Committee recommendations (29 September 2021)	Response/Update
Response from Cllr Jacquie Russell – Cabinet Member for Children and Young People		
		having increased their offer in our retained centres delivering under 5s group work. The County Council has also connected a number of partners to the Communities Team who are supporting them to find other opportunities in the community. The main outstanding issue is the possible gap between centre withdrawal and new lease arrangements being put in place for HCP

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Children and Young People's Services Scrutiny Committee
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1 December 2021

Children First Report - Quality Assurance in Children's Social Care
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Report by the Executive Director of Children, Young People and Learning
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Summary

This report examines the role of a Quality Assurance Framework within West Sussex Children's Social Care. It explains how, following the Ofsted judgement of May 2019, a major programme of work has been undertaken, within the broad scope of the Children First Improvement programme, to promote a recognition of 'what Good looks like' in support of the aspiration to function as a 'learning organisation'. This also ensures management has a strong and accurate grip on performance and the quality of practice. These outcomes are achieved through a detailed, systematic programme of performance management and casework audit to take into account quantitative performance and the quality of practice.

Consistent quality is regarded as a long-term agenda for progressive improvement within the service. Having stable leadership and management has helped to model the principles and confirm auditing as a key service priority, making a major contribution to the Improvement programme. This report considers the progress made to date and how the service intends to maintain a trajectory of improvement in the months ahead.

The Focus for Scrutiny

The Committee is invited to note the arrangements set out in this report for ensuring that quality standards are clearly understood, achieved and maintained within Children's Social Care, and to confirm that these measures are likely to result in better outcomes for children, young people and their families.

Key areas for scrutiny to note include:

1. That the evidence and activities outlined in the report to improve quality and performance give assurance that sufficient progress is being made to address the areas of improvement highlighted by Ofsted and the Commissioner (para 1.2).
2. That the plans for future improvements to ensure continued progress to achieve a mature and developed quality of practice are sufficient and sound.
3. That the mitigation plans for the risks identified for continued improvement are robust and appropriate.
4. To consider what, if any, further assurance or reports the Committee requires to demonstrate that the journey of improvement remains on target.

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

1. Background and Context

Introduction – Quality in Children’s Social Care

- 1.1 The quality of practice is a key theme running through all activities associated with the Children First Improvement agenda. It is essential to be able to measure the quality of service delivery as well as compliance with the statutory requirements, such as visiting timescales. This report will explain how, within a Quality Assurance Framework, evidence is gathered through the rigorous auditing of casework practice, to provide a consistently scored, objective view of how effectively interventions are being delivered. Since the Ofsted judgement of May 2019, a major programme of improvement work has been implemented together with the partner in practice, Hampshire County Council. More recently, practice is now overseen by the service’s Quality Assurance Team which provides an objective and robust challenge to operational managers within the service.

Context - Ofsted and the Commissioner

- 1.2 In May 2019, the statutory regulator, Ofsted identified widespread shortcomings in the quality of delivery across many areas of Children’s Social Care. Ofsted’s report included criticism of the Council’s quality assurance processes, commenting that too few audits were undertaken and that non-compliance by managers in conducting audits, combined with a lack of understanding of what good practice looked like, meant it was limited in its impact. The subsequent report by the Commissioner for Children’s Services in October 2019, following his more detailed study, drew attention to ‘a lack of consistent quality assurance and audit leading to disturbingly low levels of awareness of what good social work practice looks like’ - going on to recommend that, as part of a management training programme, the service ‘establish and impose a model of performance management and quality assurance and audit that is understood at all levels’.

The Service Response

- 1.3 The service acknowledged at the outset of the improvement process that the quality of social work practice was weak. In order to make effective improvements, the leadership team needed to establish a clear baseline founded upon evidence. Having established a baseline, it has then been possible to regularly measure and quantify the degree and pace of that improvement. This process is essential to demonstrate to Ofsted, the Commissioner, other key stakeholders and the public that improvement work is effective in making a positive difference in outcomes for children and young people.

An accurate understanding of the Service

- 1.4 The Directorate Leadership Team therefore compile a quarterly Self-Assessment statement, which is submitted to Ofsted as a key piece of evidence of the progress being made. Ofsted has now repeatedly confirmed

from its Focused Visit and Monitoring Visits that the service does indeed have an objectively accurate sense of where it stands and what further areas of improvement are needed. This has built confidence in the improvement journey and its future trajectory, and has been one of the factors that prompted the Commissioner to recommend to the Department for Education (DfE) in December 2020 that the process of forming a Children's Trust should be paused for a year. The Commissioner has also set out his detailed judgement criteria towards his final recommendation to the DfE at the end of this year; the service's own performance framework is now closely aligned to this.

2. Discussion

Quality Assurance in Children's Social Care

2.1 As part of the improvement programme, the Department has set out its clear intention to be a 'learning organisation', where continual improvement is a normal process, and embedded in social work practice. This characteristic is a facet of the total cultural change that is being sought throughout the service as part of the journey of improvement: put simply, this means that all staff will recognise and commit to achieving the higher levels of attainment now expected ('what good looks like'), always placing the child at the centre of their endeavours; and they will be fully enabled by management in terms of training, workplace supervision, technology and other forms of support, to do so. In this context, Quality Assurance is the application of all these factors within a skilled and motivated workforce, to guarantee, in ways that can be measured and verified, the best outcomes for vulnerable children and their families. As such, a firm focus has been maintained on improving quality assurance and performance management systems. Central to this undertaking are three questions, that mirror those at the forefront of the Ofsted inspection process:

- 1.** What do we know about the quality and impact of Social work Practice in West Sussex?
- 2.** How do we know?
- 3.** What are our plans for the next 12 months to maintain or improve practice?

The verification and learning process within the service is underpinned by Audit.

The role of Audit in Children's Social Care

2.2 Auditing of Children's Social Care is concerned with the detailed examination of selected children's case records by a qualified senior practitioner (service manager), to obtain evidence that all the components of best practice have been applied to the social work intervention, and giving each audited case a scored value. The approach is based on a collaborative Audit Tool introduced into West Sussex in August 2020. On this basis, each case will be rated 'good', 'requires improvement' or 'inadequate' – terminology that mirrors the gradings used by Ofsted. Auditing is supported by the Quality Assurance Team, which acts in an advocacy role, but the majority of the work is undertaken by service managers, who are thus enabled to model best

practice; the audit results are then moderated by senior managers, thereby providing an authoritative, rigorous and consistent evaluation.

- 2.3 The audit approach is based on three principles: professional intervention, a reflective approach to learning, and understanding the impact of the quality of social work practice on the child - outcomes for the child being understood as the foundation and rationale of the audit process. Quality Assurance through audit can take various forms, such as learning and thematic audits, including dip samples, re-audits, tracking of audit, and other diagnostic techniques best suited to investigating the particular work area under scrutiny. Implicit in the audit process is the feedback loop, whereby both the deficiencies identified in a particular case are speedily rectified and also that shared organisational learning results, which will feed forward into higher standards of future case working and long-term benefit to children.

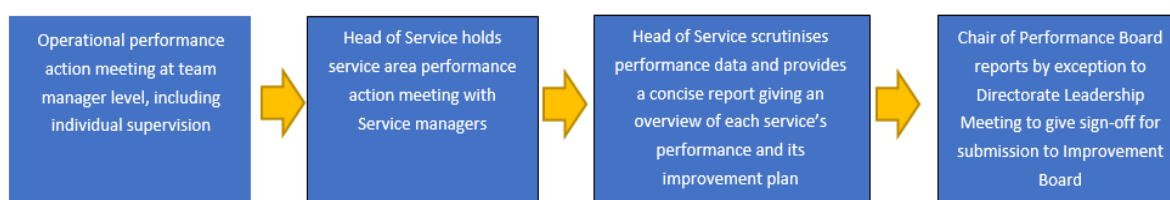
Audit programme

- 2.4 An audit plan sets out in advance the different service areas to be examined. It is natural that significant and timely attention will be paid to parts of the service that Ofsted has signified it wishes to focus on in its cycle of Monitoring Visits. Auditing work has been supported by the partner in practice, Hampshire County Council, whose staff have also undertaken audits of West Sussex cases: this has enabled staff to be clear about the standards applying to any authority seeking to be rated 'good' or indeed 'outstanding' and is helping to embed the cultural change referred to above, whereby staff are encouraged and empowered through new techniques to gain the confidence to excel in their professional practice. The audit programme, overseen by the Quality and Assurance Team, has consistently achieved a 95% record of completed investigations: these and the intelligence they deliver can be shown to be making a successful contribution to cultural change and improved performance outcomes in Children's Social Care. Examples of how audit outcomes can inform service improvement are given below in Section 3.

Quality and Performance during 2021

- 2.5 A range of activities this year have continued to improve the Quality and Performance functions and their impact on service improvement. These have purposefully addressed the deficiencies originally noted (para 1.2 above) and include the following:
- **Governance:** There is now a clear governance structure around Quality Assurance and feedback from audit activity; quarterly reports are presented to the Children, Young People and Learning Directorate Leadership Team (DLT) and the Performance and Assurance Action Board (PAAB). The highlights and overall themes are shared with the partner in practice, key stakeholders, Safeguarding Children Partnership, Lead Members, and the Chief Executive of the Council. Practitioners report that senior managers being involved in the audit process has improved relationships at all levels, ensuring that senior managers are visible and fully committed to Quality Assurance and the learning culture being developed.

- A new **Quality Assurance Framework** has been developed to govern the drive for quality across the service. This is reinforced by a Performance Board which together with the Directorate Leadership Team and the Improvement Board, chaired by the Commissioner for Children’s Services in West Sussex, constitute the high-level governance for this discipline, demonstrating that the service is serious about improving quality and performance.
- **Performance data** now fulfils its correct role as the vital currency used to understand and improve the service and has continuous application at both strategic and operational levels. A monthly scorecard assists the Directorate Leadership Team and other senior managers to review performance at dedicated meetings for this purpose; weekly ‘Required Action’ reports are provided to all managers, promoting an immediate response to performance issues and intervention where necessary. The following table illustrates that a chain of accountability reaches from operational teams, right up to the Improvement Board:



- **Audit Moderation:** Testing the initial audit findings through the moderation and verification of scoring has now achieved a strong profile within the overall process. Monthly Group Moderation meetings have as one of their key tasks the identification and challenging of weak practice. Auditors are now required to fully evidence their grading, especially around ‘good’ and ‘inadequate’ results. Progress has been made towards ensuring that all auditors apply audit scoring to the same consistent set of standards. The result is that the intelligence derived becomes more robust, providing a better foundation for further learning and improvement activity.
- An updated **Audit and Moderation Tool** was launched in September 2021: this will be linked to a more powerful computing capability, the Power BI Dashboard, due to be launched in December 2021. The Audit and Moderation Tool now offers more accurate reporting of practice in five specific service areas of practice Improvement: Assessment, Planning, Intervention, Review, Supervision & Management Oversight.
- **Practice Standards:** In addition to the Quality Assurance Framework, and as part of the ongoing commitment to high quality and improvement, the Core Practice Standards of the service have been refreshed. The revised Practice Standards were launched in November 2021 and will be promoted as a key resource throughout the service. They explain clearly to all staff the minimum standards of quality expected in working with children, young people and their families: this expression of ‘what good looks like’ will now be built into the supervision arrangements and personal performance targets for all practitioners, and provides an important link into the cultural change that is in progress.

- **Complaints:** Responding to and resolving complaints in a timely manner is a key aspect of the service's responsibilities. Complaints frequently draw attention to areas for improvement and addressing them constructively merits high priority within a learning organisation. Arrangements are in progress, in partnership with the corporate Complaints team, to support managers to respond to complaints in a timelier manner. The aim is both to reduce the number of complaints received, and to ensure that complaints are addressed effectively, at the correct management level, and in ways that achieve and apply the resulting organisational learning.

3. Commentary on the current position

- 3.1 None of the provisions outlined above would be of lasting value if they did not result in an improved social work practice that achieves better outcomes for children and young people. The following paragraphs reflect on the intelligence that recent audit results are providing about the journey of improvement, based on Quarter 1 of 2021/22 (April-June 2021) and Quarter 2 (July-September 2021). This six-month period has witnessed greater stability in the service generally, and significant moves towards consolidating a culture orientated toward learning and improvement; these features are reflected in broadly positive audit findings about the quality of practice.

Audit Findings

- 3.2 Below is a selection of indicators of positive change and areas for improvement derived from recent audit results, based on the cases selected for audit scrutiny. The five categories below are derived from the areas of analysis used in the Audit Tool, to reflect the different aspects of how a case should be managed. They only relate to a snapshot of certain parts of the service at a given time; nevertheless, cumulatively these exercises give a very accurate sense of the quality of practice across the service, and how it is changing over time. One of the key principles of good practice is high quality recording in case notes: if an intervention is not properly recorded, its detail will not be available for an auditor or Ofsted inspector to verify. This section concludes with a comparison between overall audit results for Quarter 1 and Quarter 2, showing a distinct move away from work graded 'inadequate'.

General findings

- Where a case is graded as 'inadequate' at audit, the case is escalated for priority intervention, and is subsequently re-audited: 80% of all audits previously graded as 'inadequate' were found to have moved to 'requires improvement' three months from the point of the reflective meeting. While this clearly leaves further room for improvement, it does illustrate that the service is responding with purpose in most situations where quality is seen to be defective, and making positive change.
- Within audits, there has been some evidence that initial assessments tend to be over-generous – that is, that the assessing manager may take a more optimistic view of what good practice looks like than is warranted by the objective standards. The audit moderation process is therefore an

important corrective to this tendency, and over time a move to greater critical objectivity is to be expected across the audit process.

- Within Quarter 2 there were three audit cycles, as opposed to Quarter 1 when only two audit cycles took place (representing a smaller number of children); the combined audits from each quarter demonstrate that while some areas of practice have dipped, practice in general is following an upward and consistent trajectory of moving towards 'good'.

Assessing the current ratings against the standard expected

3.3 In considering the detail presented in the tables below, the Committee will wish to be able to contextualise the percentage compliance currently being reported, and how this measures against an expected standard. The basis for the standard is 'what good looks like' and is set out in detail in the service's Practice Standards. These have recently been refreshed and reissued internally to staff. All local authorities with social care responsibilities are required to set out formal practice standards, and authorities that are rated 'good' or 'outstanding' by Ofsted will typically achieve 90% compliance across all the factors, allowing for the fact that in certain specifics, the applicability of a particular factor may depend on the circumstances of the intervention and the age of the child.

3.4 Therefore the implicit standard against which to assess West Sussex practice as audited over the past two quarters, is a target of 90%, as relevant to the child's circumstances. It will be clear that whereas some of the areas of practice discussed below are at or close to this expectation, others are some distance away, and in certain cases evidence is not yet embedded of a consistent forward momentum of improvement between different quarters. In this way audit results are valuable in directing attention to specific areas of practice requiring improvement.

1) Assessment:

Quarter 1	Quarter 2
In 95% of cases, auditors found that the child was seen as part of the assessment (it should be noted that there will be legitimate reasons for not seeing a child as part of an assessment, e.g., pre-birth).	Only 2% of children in the sample audit group required to be seen, were not seen; 90% of children were seen as part of the assessment and the 8% of children not seen were due to legitimate reasons, e.g., unborn children.
92% of children had their risks identified in the assessment, and 85% of children had been seen alone: this was an improvement of practice in these areas.	90% of risks to children were identified in the assessments; (whilst there is a slight dip of 2% regarding risk, practice has been maintained at 90% and above); 88% of children's needs were identified, and again this is an improvement in this area of practice.

With 82% of children, the assessment report was shared with the family/child/carer.	With 82% of children, the assessment report was shared with the family/child/carer.
31% of the children audited had an up-to-date chronology; and only 34% had an up-to-date case summary.	70% of children had an up-to-date chronology and 80% of children had an up-to-date case summary: this is a very significant improvement on the previous quarter.

Comment: Social work assessment has always been concerned to consider past events and their relevance to a person or family’s current situation. There are limitations in any risk assessment but an accurate chronology can assist the process of assessment and review. A chronology seeks to provide a clear account of all significant events in a child's life to date, drawing upon the knowledge and information held by agencies involved with the child and family. A case summary can help to ensure continuity and is an important source of information for colleagues and supervisors in the absence of the case holder. The case summary is directly related to the aims and objectives set out in the child’s plan and can be a useful tool in setting out the tasks necessary to achieve the objectives. Results for the two quarters illustrate some improved practice in this area, leading to better assessments of the child’s needs and risks.

2) Care Plans:

Quarter 1	Quarter 2
Planning that reflects current work and progress was seen in 83% of cases; the care plan was up-to-date or being updated (78%); the care plan showed evidence of being multi-agency (78%); and the care plan was shared with the child/ family/carer (78%).	Up-to-date planning was seen in 80% of cases audited; 77% of the care plans involved partnership working and were multi-agency; care plans being shared with child/family carer was at 76%; 74% of the care plans addressed the required outcome for the child to improve on their future safety and wellbeing.
<i>However, lack of SMART (specific, measurable, achievable, relevant and time-bound) plans was noted in almost 50% of cases.</i>	Lack of SMART plans continued to be noted in almost 51% of cases. There is currently a practice action plan in place to improve on the quality of SMART plans.

Comment: Assessments and Care Plans bring clarity and ownership to the intervention. The Assessment seeks to explain the current situation of the child; the Care Plan aims to identify the objectives, in order to bring about beneficial change for the child. Working with families and partner agencies through sharing assessments and care plans is fundamental to social work practice - otherwise the service runs the risk of a disjointed approach to the main objectives and there is the propensity for drift. It can be seen that

further improvements are needed in this area, which will be closely monitored.

3) Intervention:

Quarter 1	Quarter 2
97% of children had been seen as part of the social work intervention: this helped the social worker to understand their lived experience; 89% of social workers actively engaged with the child and family during a visit; 87% of case records were considered to be recorded appropriately.	93% of children were seen as part of the social work intervention; 81% of visits helped in achieving planned outcomes, and 77% of visits addressed an action from the care plan.
<i>However, 62% of cases lacked evidence of direct work tools.</i>	49% lacked evidence of direct work tools, which are known to support improved wellbeing and behavioural change: this is an improvement on the previous quarter but still requires further intervention.

Comment: Visiting children and understanding their lived experience is fundamental to social work practice; positive change through the care they receive is often reflected in the child’s improved presentation and behaviour.

Direct work and specific tools can be used in a number of situations and can include: exploring children’s memories of events; helping children to process traumatic experiences; helping children move into another family; helping with social aspects of the child’s life. Through the use of direct work tools and developing trusting relationships, social workers are enabled to gain an understanding of the child’s internal world and a more developed sense of their wishes and feelings.

These areas of practice are showing a trajectory of gradual improvement, and children’s lived experience and voice is being captured to a greater extent; however, social workers are not yet consistently using enough of the different techniques available to engage children. There is still a single-lens approach of ‘resolving the presenting issue’, without broadening out and hypothesising what else could be contributing to the family dynamics. Re-referral rates will provide greater assurance that cases are closing at the right time and that a fair degree of parental sustainability is present; further monitoring and analysis are therefore required.

4) Child Intervention Review

Quarter 1	Quarter 2
Reviews of all kinds taking place in timescale were present in 93% of the	Reviews of all kinds, child protection, child in need and children looked

Quarter 1	Quarter 2
cases; 76% of cases evidenced that the review was recorded on the child’s record as having taken place.	after, taking place in timescale was present in 79% of cases; 13% of children did not have a review in timescale and 8% of the children audited did not require a review. 68% of reviews were based on an updated assessment – an improvement in this area. Recording has also improved with 80% of cases having the reviews recorded on the child’s file.
<i>However</i> , 50% of children who could have contributed to their review, did not, although this might have been either due to non-attendance, or to not having their views sought.	33% of children did not contribute to their review: again, this might have been either due to non-attendance or to not having their views sought.
71% of cases demonstrated professionals contributing to the child’s review.	60% of professionals contributed to the reviews, which was slightly down on the previous quarter. 49% of reviews had clear (SMART) actions set.

Comment: The absence of children’s contributions is a concern, since children are the measures of change: how they are, how they react and what they say informs the service if the care planning and assessment is making a positive change in their lives. The service also needs to improve the participation of professionals in reviews. These issues will require continued scrutiny and advocacy through the QA Framework.

5) Supervision & Management Oversight

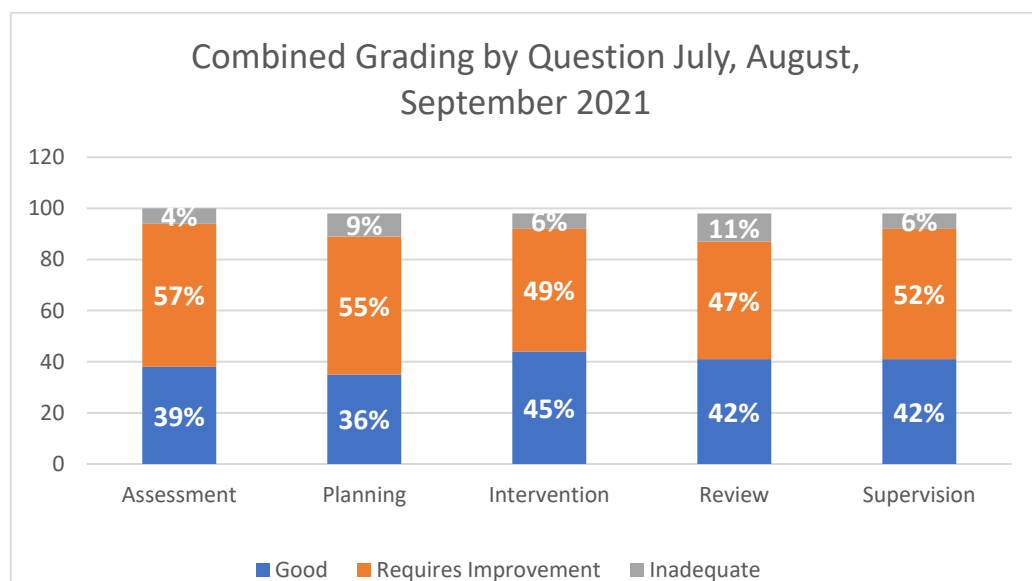
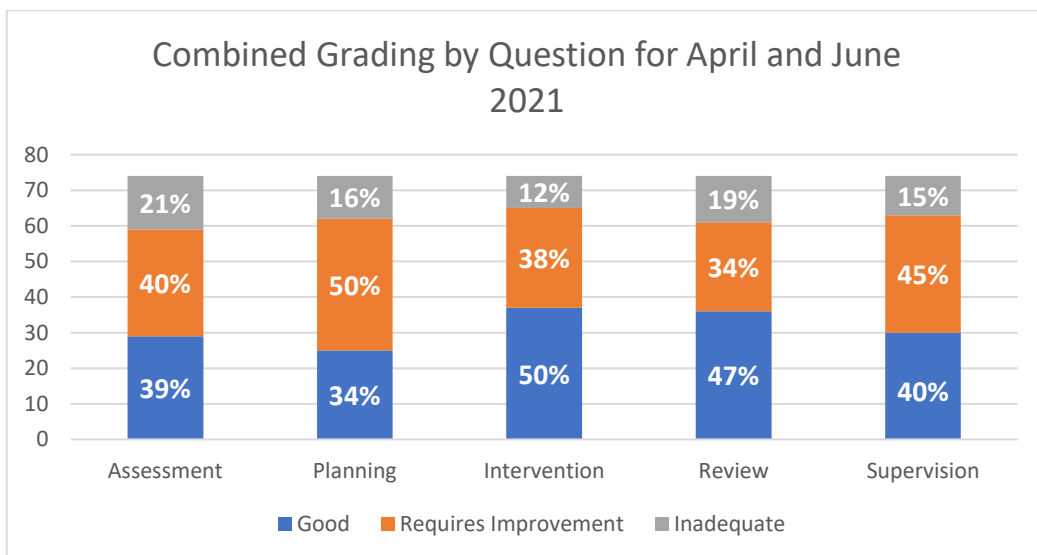
Quarter 1	Quarter 2
98% of the cases audited had a record of supervision taking place; <i>however</i> , further clarification is needed regarding its quality and frequency; only 65% of supervision in respect of the child could be confirmed as being in timescale, and therefore did not meet the expected standard.	99% of cases audited had a record of supervision taking place and recorded on a child’s file; 92% of audits evidenced that the actions set by the supervisor related to the concerns discussed; 89% demonstrated regular management oversight at key points of the child’s journey.

Comment: Supervision records provide evidence of a well-managed case, where both benefits to the child and support to the social worker are maximised. There are indications that the supervision documentation is not yet sufficiently embedded; however, there is an increase in managers ensuring that supervision does take place. Used as intended, the

documentation should prompt managers to ask the more searching questions, and to ensure that previously agreed actions are followed up. Further work in this area will be necessary.

Analysing change between Quarters 1 and 2

3.5 The preceding narrative has drawn out a selection of the kind of issues raised by audit activity, and recognised to be fundamental to the challenge of progressively driving up standards. While the commentary highlights areas that require further improvement, it is instructive to compare the overall audit gradings for each quarter, as represented by the following charts. The analysis, under the five case-working disciplines, shows that, while there is some variability in terms of work being graded 'good', there is a consistent and marked reduction in 'inadequate' work. This has tended to place more work in 'requires improvement', which is regarded as a necessary step in moving towards a situation in which quality becomes embedded and, through enhanced learning, better techniques and a clearer perception of the expected standards, casework routinely reaches a 'good' level.



Overall Summary

- 3.6 Having stable leadership and management has helped to model the principles and confirm auditing as a key service priority, thereby promoting a recognition of 'what good looks like' throughout the service. Notwithstanding the evidence of improvement generally, audit results in Quarters 1 and 2 show that the quality of practice across Children's Social Care has continued to be variable. This general view is consistent with the findings by Ofsted in its recent Monitoring Visit.

Future Work

- 3.7 Across the next 12 months the Quality Assurance Team is planning a range of further improvements:
- Maintaining as standard the Senior Management involvement in auditing and demonstrating a shared ambition to improve 'putting children first'.
 - Development of a dashboard, to increase understanding, improve analysis and move away from manually reporting the audit cycle: to be launched in December 2021.
 - Enhancing existing practice learning mechanisms to ensure that all staff have a shared understanding of the role and value of audit, and to promote wider discussions of issues raised.
 - Refreshing 'what good looks like' guidance to align with the refreshed Practice Standards. The Practice Standards will now form the basis of the 'what good looks like' audit guidance.

4. Working with Customers

Customer feedback

- 4.1 While all activity is explicitly geared towards improving outcomes for children and young people, this report has focused on the Audit activity under the Quality Assurance Framework. The child and family have not hitherto been specifically involved in audit, although they contribute to other review activity. However, work is underway to develop strategies of participation for both children and adults, and introducing children into the audit process is expected to commence in the early part of 2022. In a broader sense customer feedback is of immense value to organisational learning, as well as an understanding of service impacts and customer satisfaction. A reference to the value of complaints was made at 2.5 above; equally the service needs to understand from compliments and other feedback where it is achieving success, and receiving such appreciation is also motivational for staff.

Engagement with Children and Young People

- 4.2 Putting the child at the centre of practice includes hearing and responding to the voice of the child and securing the participation of young people, both within casework, and more broadly in terms of seeking their views and involving them in the design of services and facilities. This agenda is a cornerstone of the Children First Improvement programme, and of good

practice in general. The Committee has requested an update on this work, and a summary of the activities currently being undertaken by the Voice and Participation Team is given at Appendix 1: 'The Voice of the Child in West Sussex'.

5. Performance Update

5.1 In line with previous reports, the most recent summary of performance information (to the end of October 2021) is given at Appendix 2.

6. Issues for consideration by the Scrutiny Committee

6.1 The Committee is invited to note the efficacy of the arrangements described in this report, to build a quality service that recognises 'what good looks like', to apply these principles in daily practice as the expression of a transformed culture, and thereby to improve the lives of vulnerable children and young people in West Sussex. The Committee will note that, as indicated by the variability of practice currently being identified, a mature and developed quality of practice will take a longer period to achieve.

7. Consultation

7.1 Not applicable – this is a report for information.

8. Risk Implications and Mitigations

8.1 A summary of the risk areas identified in the current risk log specific to the Quality Assurance function, and the associated mitigating factors, are given in the table below:

Risk	Mitigating Action (in place or planned)
The risk that the vision for continuous improvement is stalled by inertia, resistance, or other negative factors.	<p>This risk is deemed unlikely to arise due to the emphasis being placed by senior management on staff development and motivating staff to raise standards. Key factors contributing to this include:</p> <ul style="list-style-type: none"> • The QA Framework and continuing audit programme. • General verified levels of improved staff retention, engagement and motivation, supported by an open and inclusive senior management communication style. • Refreshed Practice Standards to be promoted through a strong communication programme. • The impacts of the management development programme, and the cultural and professional benefits of managers

Risk	Mitigating Action (in place or planned)
	becoming more supportive to working practice, especially through supervision. <ul style="list-style-type: none"> • The introduction of the Family Safeguarding Model, which has been shown elsewhere to improve practice and increase staff motivation and service coherence.
The risk that Ofsted and the Children’s Commissioner are not sufficiently convinced that practice has, or can be permanently improved to a satisfactory level.	This risk is being managed through the provisions mentioned above, and also through the dialogue arising from the cycle of Ofsted Monitoring Visits. The internal audit programme within the Quality Assurance Framework allows management to have an insightful view of the service, which is shared by Ofsted. The service also has a developed sense of the Commissioner’s expectations, and with support from Hampshire CC is responsive to these, taking the necessary action to ensure a continuous trajectory of improvement.

9. Other Options Considered

9.1 Not applicable – this is a report for information.

10. Equality Duty

10.1 The service recognises the primary importance of child safeguarding, sound family relationships, good parenting, and the nurture of children to fulfil their potential. The provision of the service is based on need, as determined through formal assessment protocols. This need is not explicitly related to formally protected characteristics, but any such characteristic is and will continue (as now) to be respected in compliance with equality principles and taken into account in the way in which the service is delivered.

10.2 In terms of those with a protected characteristic, the service will ensure enablement and support across all relevant categories, and this will both continue and be enhanced through the Children First agenda.

11. Social Value

11.1 The Children First agenda and measures for service recovery discussed in this report will directly support improved delivery of the West Sussex Plan priority to give every child the Best Start in Life. Enhancing the protection of young lives and support for family life will continue to build resilience and social capital and contribute towards stronger and more effective communities. The implementation of the service improvements will also respect

sustainability principles in accordance with the County Council's strategic policies.

12. Crime and Disorder Implications

- 12.1 There are positive implications for Sections 17, 37 and 39 of the Crime and Disorder Act 1998 in the prevention and reduction of crime and anti-social behaviour, and in reducing offending and re-offending by young people, all of which are affected by the progress activity discussed in this report.

13. Human Rights Implications

- 13.1 The County Council has an overriding duty to safeguard the Human Rights of children and young persons in its area, and this has been recognised in the Children First agenda. The Council is mindful of Article 8 of the European Convention on Human Rights – The Right to Respect for Family and Private Life - and has taken relevant factors into consideration in preparing this report. The processing of personal and special category data is subject to the Council's Data Protection Act policies and procedures in relation to discharging the Council's and its partners' legal responsibilities.
- 13.2 The County Council is also mindful of Article 12 of the United Nations Convention on the Rights of the Child - which states that all children have the right to be consulted and to have their opinions heard on any decision that affects them. Hearing, understanding, and acting upon the voice and experiences of the child is a key design principle of the Children First service improvements. The Council will continue to ensure it fulfils all its statutory duties regarding meeting the needs of children and young persons in its area during the Children First service transformation programme.

Lucy Butler,

Executive Director of Children, Young People and Learning

Contact:

Linda Steele, Assistant Director, Quality and Performance

Appendix 1 - The Voice of the Child in West Sussex

Appendix 2 - Performance Summary Report (October 2021)

Background Papers - None

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Voice of the Child in West Sussex

This is a digest of current work that the Voice & Participation Team (V&P) is undertaking across West Sussex.

The work contributes to and informs the Children Looked After (CLA) Strategy, The Promise, the Corporate Parenting Plan, and the Bright Spots Action Plan.

It is regularly monitored in the annual V&P Team Business Plan, with quantitative and qualitative data available to evidence outcomes and impact.

Contents

- 1. Mind of My Own**
- 2. Children in Care Council**
- 3. Children we Care for and Care leaver Informal Activities**
- 4. Interviews**
- 5. Promises, Charters and Pledges**
- 6. EPIC Awards**
- 7. West Sussex Youth Cabinet and Youth MPs**
- 8. Care Leaver Executive Group and Care Leaver Advisory Board**
- 9. Care Leaver training**
- 10. Care Leaver representation at National Events**
- 11. Engagement HQ**
- 12. Children First Board**

1. Mind of My Own

Mind of My Own is a digital App for young people to communicate with social care practitioners, and offers them a safe environment in which to express their feelings. Current activity includes roll-out of communication and engagement plan, with visits to support teams in understanding how to use the app and encouraging young people to use it. Usage data is consistently rising and the range of staff using it steadily increasing. Now we are tracking outcomes and making sure young people are getting results from using the app. This in turn is used as case study snapshots to help professionals understand the app's potential as a tool for Voice.

2. Children in Care Council (CiCC) – Fortnightly groups and workplan

As a group, CiCC meet every fortnight, currently meeting online and in person. The CiCC is made up of young people aged 10-16 who are looked after by West Sussex and gives them a chance to have their voice heard about the services that affect them. There are currently 20 members of the group, including those who are SEND and live out of the county.

3. Children we Care for and Care Leaver Informal Activities

A regular programme of activities is offered to children we care for and care leavers. These take place on a monthly basis and allow those attending to meet with other people in a similar situation to themselves and gain new skills.

4. Interviews

Young people are trained in interview skills and have taken part in interviews for key posts including Assistant Directors and Independent Reviewing Officers. Young people are recognised for their contribution through payment by vouchers. This is open to all young people in West Sussex including Care Leavers and Children we care for.

5. Promises, Pledges and Charters

The Promise was developed in a series of workshops with CiCC, Care Leavers and Corporate Parenting Panel and launched in August 2020. Young people from the Children First Board are also working on a charter of what they expect from services, from both voluntary sector and councils. In addition, young people who have a West Sussex professional assigned to them, such as Children in Need, Youth Justice Service etc, will be working on creating a Charter in Early 2022.

6. EPIC (Exceptional People in Care) Awards

This annual event is supported by West Sussex County Council, to celebrate the achievement of Children and Young People Looked After in West Sussex. The recent EPIC awards ceremony took place at the K2 leisure centre in Crawley on 7th November. Over 300 young people, carers, volunteers and staff took part in person to hear the amazing things our children and young people have achieved. The event was organised by a range of services and groups including the Children in Care Council (CiCC) and Care Leaver's Forum; the event highlights Young People's development and success.

7. West Sussex Youth Cabinet and Youth MPs

This democratically elected group of young people received a larger percentage of votes from young people than in the national elections. The Youth Cabinet and UK Youth Parliament (UKYP) members are aged 11 to 18, elected to represent the views of young people in West Sussex.

UKYP members also represent views nationally, attending an annual debate in the House of Commons in London.

Members attend events informing them about important social and political issues. They gather the views of other young people using online surveys, and campaign for changes by producing films, blogs, and other media.

8. Care Leaver Executive Group and Care Leaver Advisory Board

The Care Leaver Executive Group membership has recently been refreshed. It is an online group of Care Leavers who meet for set tasks and agendas.

A national event (Care Leavers National Benchmarking Forum) is attended by some members of the Board.

The Care Leaver Advisory Board was established with the support of a WSCC Care Leaver to enable change led by a group of young people who are care experienced. They sit on the Journey to Independence Board and are supporting the development of the Care Leavers Local offer.

9. Care Leaver Training

1. Total Respect – Training facilitated by Care Leavers 4 times a year for professionals, to help them understand the voice of children who are in care and Care Leavers and embed their learning in best practice. On average there are 60 participants per year, via the Learning Gateway.

2. Skills to Foster – Training facilitated by 3 Care Leavers, also 4 times a year specifically for new foster carers to help them understand how to treat young people when they first come into their care, including transitions and Unaccompanied Asylum Seekers (UASC). On average there are 80 participants per year, via the Learning Gateway.

10. Care Leaver Representation at national events

All Party Parliamentary Group (APPG) - termly, on a range of topics with on average 6 West Sussex Care Leaver participants per year.

National Care Leavers Benchmarking Forum – twice a year, on a range of topics with approximately 4 West Sussex Care Leaver participants attending per year.

11. Engagement HQ

A dedicated area where young people can have their voice heard on consultations, as well as allowing resources to be hosted.

12. Children First Board

A group of children and professionals involved in making sure young people are heard and influence services provided for them. The group sets out to improve outcomes for children and young people who live in West Sussex, or who are cared for by West Sussex's Children's Services. It also aims to listen and respond to the views of children, young people, and their families all the time, particularly when decisions are being made about how services are run and funded. This is achieved through the Voice and Participation team supporting the young person Vice Chair of the group. The team also co-ordinate the Youth Voice Network allowing all young people from across West Sussex to have their voice heard.

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West Sussex Children's Improvement Board

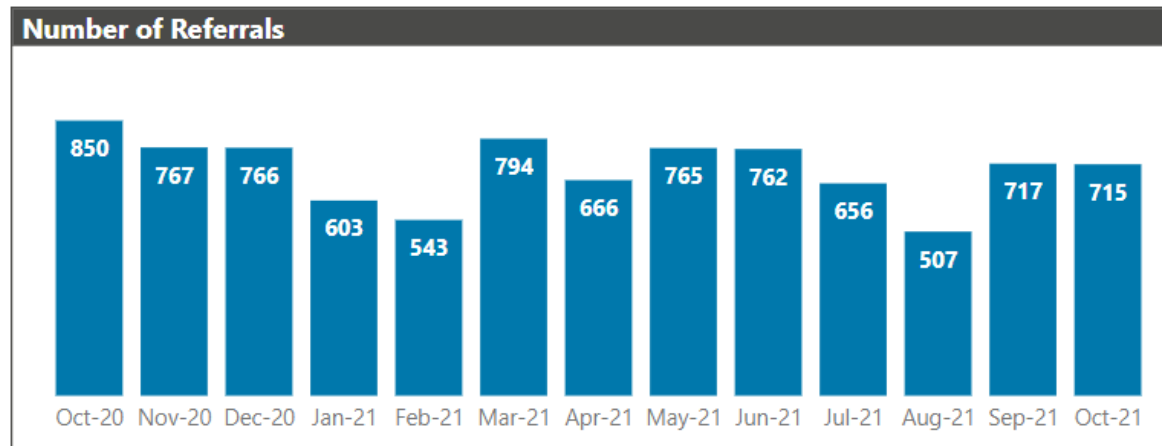
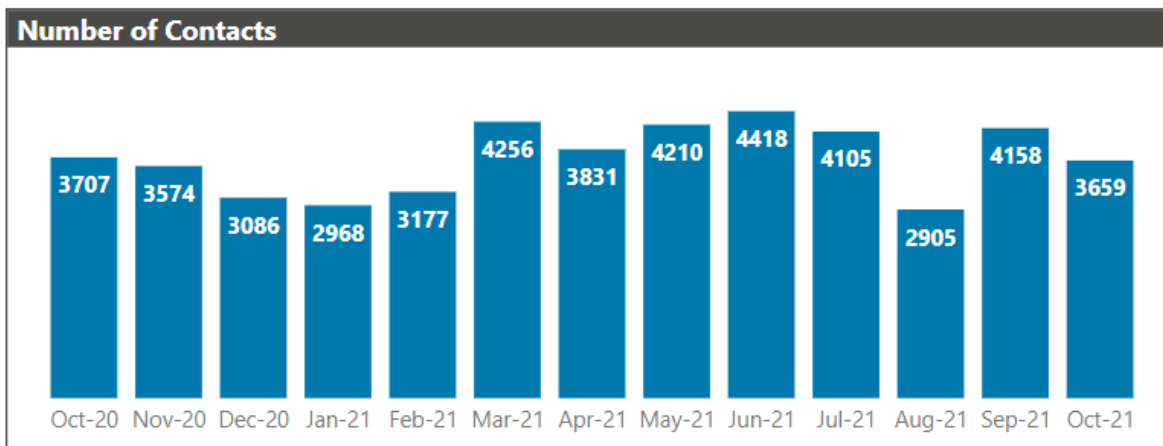
22nd November 2021

Performance
Summary Report
(key slides) to end
of October 2021



Contacts and Referrals

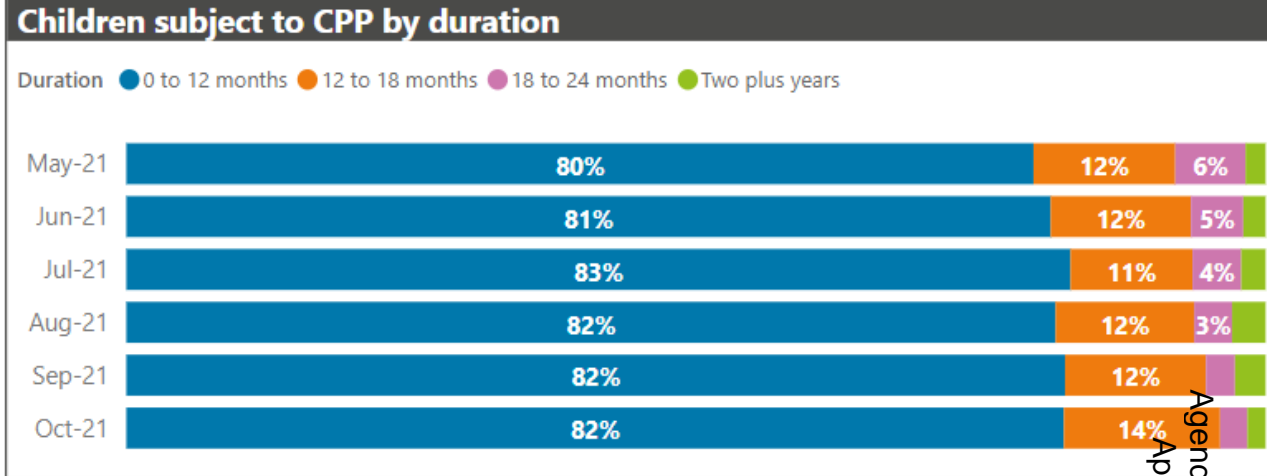
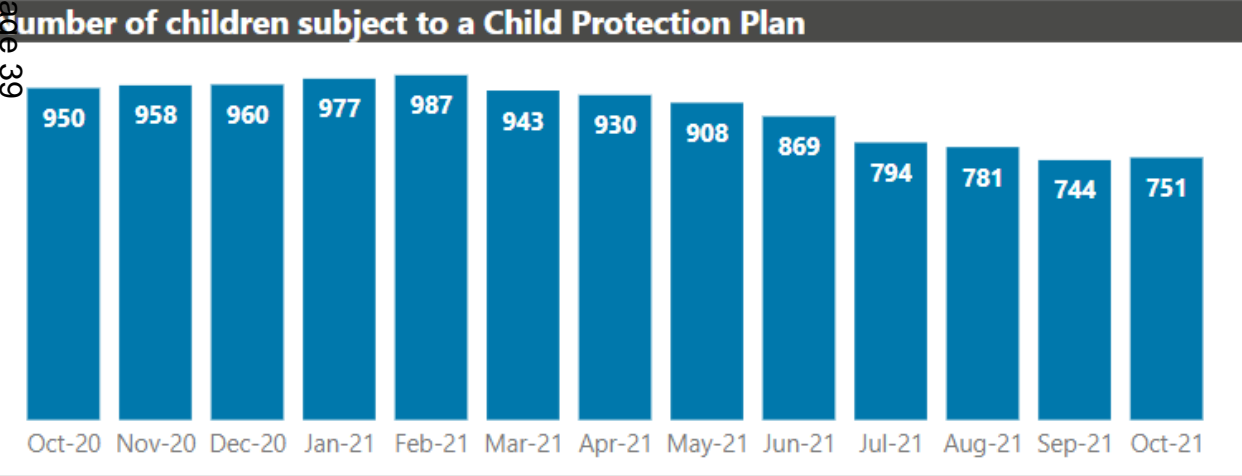
- Number of Contacts and Referrals has decreased in October 2021.
- Conversion rate from Contact to Referral has increased to 20%
- Timeliness of Contacts in 3 days has remained high at 97.3% contacts.
- Referrals completed within 1 working day increased to 83.9%.
- 185 children were re-referred to Children’s Social Care (25.9%). **Statistical Neighbours and England Re-Referrals 22% (2020/21)**



Child Protection (CP) Performance

- Small increase in CP numbers in October 2021 to 751; 17.7% (133) have been on a plan for more than 12 months, with 2.4% (18) of children on a plan for 18 months to 2 years and 1.6% (12 children) for 2 years or more.
- Initial Child Protection Conference (ICPC) timeliness 80.5% **Statistical Neighbours 81% and England 78% (2019/20)**
- Review Child Protection Conference (RCPC) timeliness 96.1% **Statistical Neighbours 92% and England 93% (2020/21)**
- Child Protection Statutory visits 81.6%
- Rolling 12 months (Nov 20 to Oct 2021), 961 children started on Child Protection Plan (CPP); of those 248 were for a second/subsequent time ever which is 25.8%, and 14 were for a second/subsequent time within 12 months which is 1.5%.

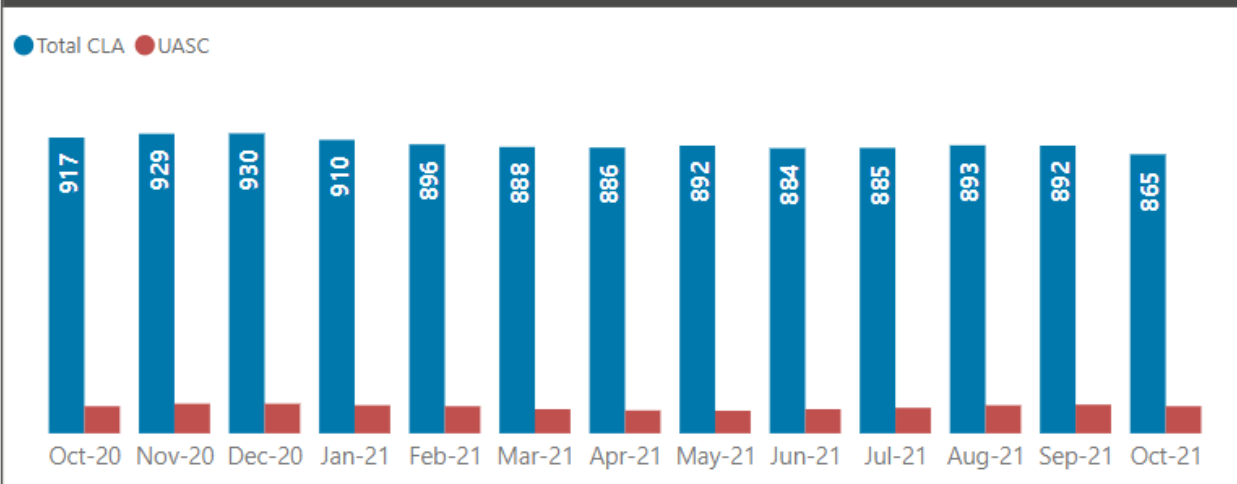
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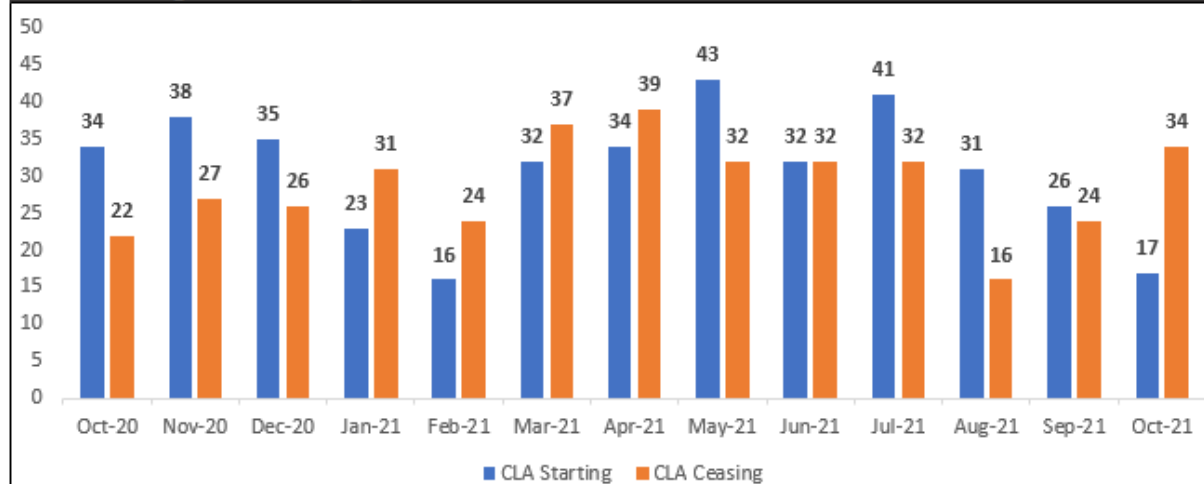
Children We Care For

- Decrease in the number of children we care for at 865 for end October 2021
- West Sussex rate = 48.8 [Statistical Neighbours 49 and England 67 \(2019/20\)](#)
- Decrease in number of Children we Care for starting and increase in numbers ceasing in October 2021.
- Children we Care for statutory visiting decreased to 89%
- 99% of Children we Care for have a care plan in place and 90% have a Pathway Plan in place
- 95% of Children we care for had all of their reviews completed in time during the last 12 months.
- Summer Term – 95% of children had an up to date Personal Education Plan (PEP).

Number of Children Looked After



CLA Starting and Ceasing



Report to Children and Young People's Services Scrutiny Committee

1 December 2021

End of September 2021 (Quarter 2) Quarterly Performance and Resources Report – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

The Quarterly Performance and Resources Report (PRR) is the Council's reporting mechanism for corporate performance, finance, savings delivery and business performance. It reflects the new priorities, outcomes and measures included in Our Council Plan. It is available to each scrutiny committee on a quarterly basis. Each committee will consider how it wishes to monitor and scrutinise performance relevant to their area of business

The report reflects the position at the end of September 2021 and is the second in the new style. The PRR includes information which is specifically relevant to the portfolio responsibilities of this scrutiny committee and includes the summary of the performance, finance, capital and risk position of the Children and Young People Portfolio (Appendix A) and Learning and Skills Portfolio (Appendix B).

The current Risk Register (Appendix C) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

Focus for scrutiny

The Committee is asked to consider the portfolio PRR (Appendices A and B). Areas for scrutiny include:

- 1) The effectiveness of measures taken to manage the financial position and expectations;
- 2) The particular performance indicators and measures identified as most critical to the focus of the Committee and whether the narrative provides assurance about the position presented and likely outcomes;
- 3) The on-going impact of the Covid-19 emergency situation on financial resilience and performance within the portfolio;
- 4) Any areas of concern in relation to the management of corporate risk;
- 5) Whether the report indicates any issues needing further scrutiny relevant to the Committee's portfolio area and, if so, the timing of this and what further data or information may be required; and
- 6) Identification of any specific areas for action or response by the relevant Cabinet Member.

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

1. Background and context

- 1.1 The Performance and Resources Report (PRR) replaces the Quarterly Performance Report (QPM). The PRR is designed to be used by all Scrutiny Committees as the main source of the County Council's performance information.
- 1.2 The current report has two changes in presentation of the information:
 - 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.
 - 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 Appendix D – 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 which are expected to be reviewed by the different scrutiny committees.
- 1.4 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw

Director of Law and Assurance

Contact Officer

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Appendices

Appendix A: Children and Young People Portfolio Summary

Appendix B: Learning and Skills Portfolio Summary

Appendix C: Corporate Risk Register

Appendix D: How to read the PRR report

Background Papers

None

Children and Young People Portfolio – Summary

Performance Summary

1. 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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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.	£0.146m	Assumed funding from Covid-19 grant	(£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.	% mainstream children in external residential placements	10.4%	12.4% k	10.3% m	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	m
		% mainstream children in external foster care placements	25.5%	28.6% ↗	28.1% ↘		

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Baseline	Q1	Q2	Action	Trajectory
	This is leading to a pressure on the placement budgets. Baseline shows the % upon which the budget was set.	% mainstream children in internal foster care placements	30.3%	28.3%	28.1%	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.	

Financial Narrative on the Portfolio's Position

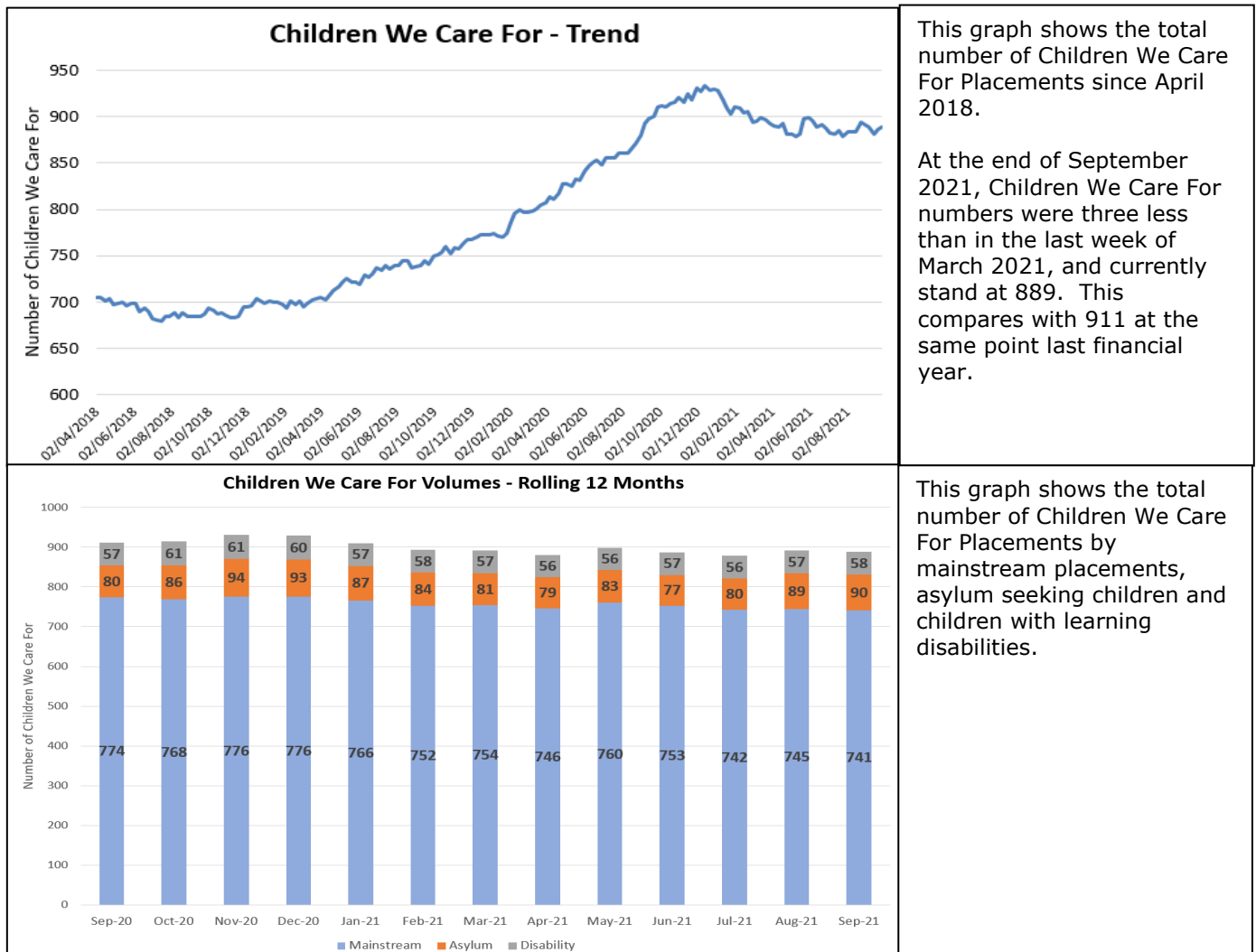
2. There has been a significant improvement in the budget position since the Quarter 1 report. The Portfolio is now projecting a £0.5m overspend, a reduction of £2.6m when compared to June. The main movements are described below:

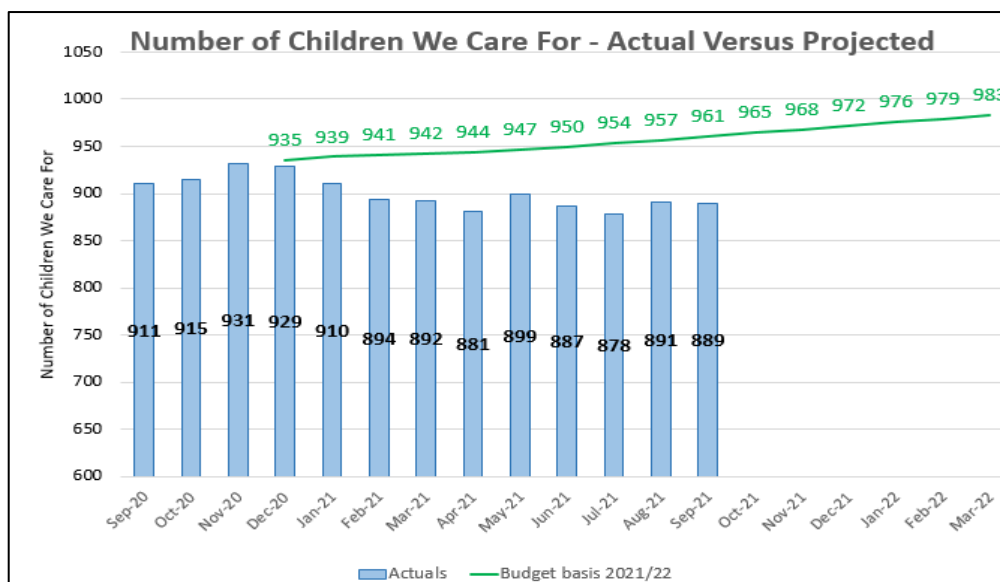
- **Mainstream placement costs.** A significant improvement in the mix of placements for Children We Care For (CWCF) since July is now emerging, leading to a reduction of £1.0m.
- **Social care staffing.** Between June and September, there have been a higher number of vacant posts (that were not filled 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.
- **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.

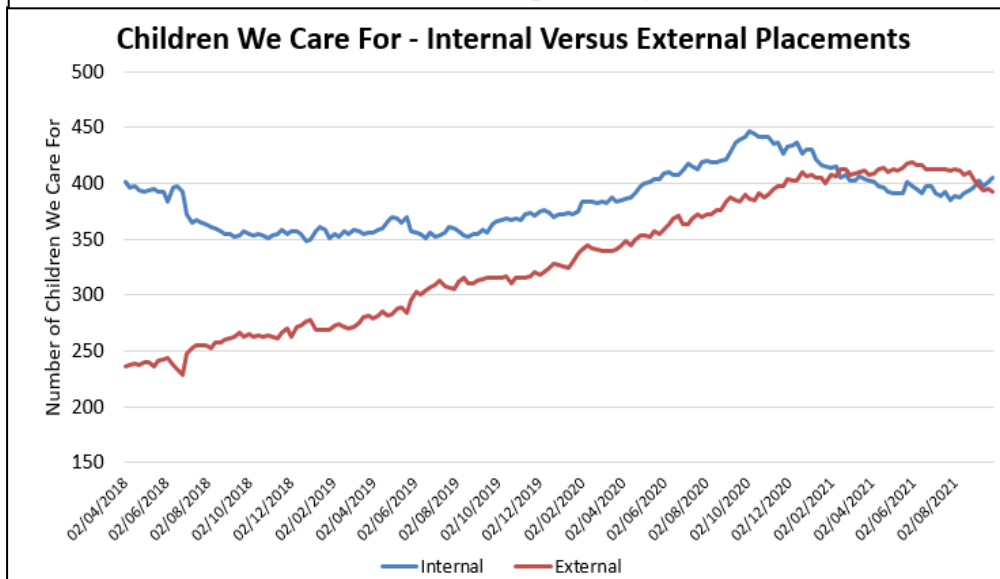
Cost Drivers Information





This graph shows the number of Children We Care For placements compared to the budgeted expectation.

The graph depicts that growth in numbers has not transpired as expected, however the shift in placement mix has led to the projected overspend begin currently reported.



This graph shows the internal and external placement mix.

The number internal placements continues to decrease, however with the newly refurbished in-house residential homes starting to take placements and the impact from the investment in second child fostering allowances expected to be seen in the second half of the year, it is expected that this mix of placement will start to reverse.

Savings Delivery Update

- 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.

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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	A

Saving Activity	2021/22 Savings £000	September 2021		Narrative	2022/23
				pressure in the 2022/23 budget until such time as clarity can be brought about its achievability.	
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

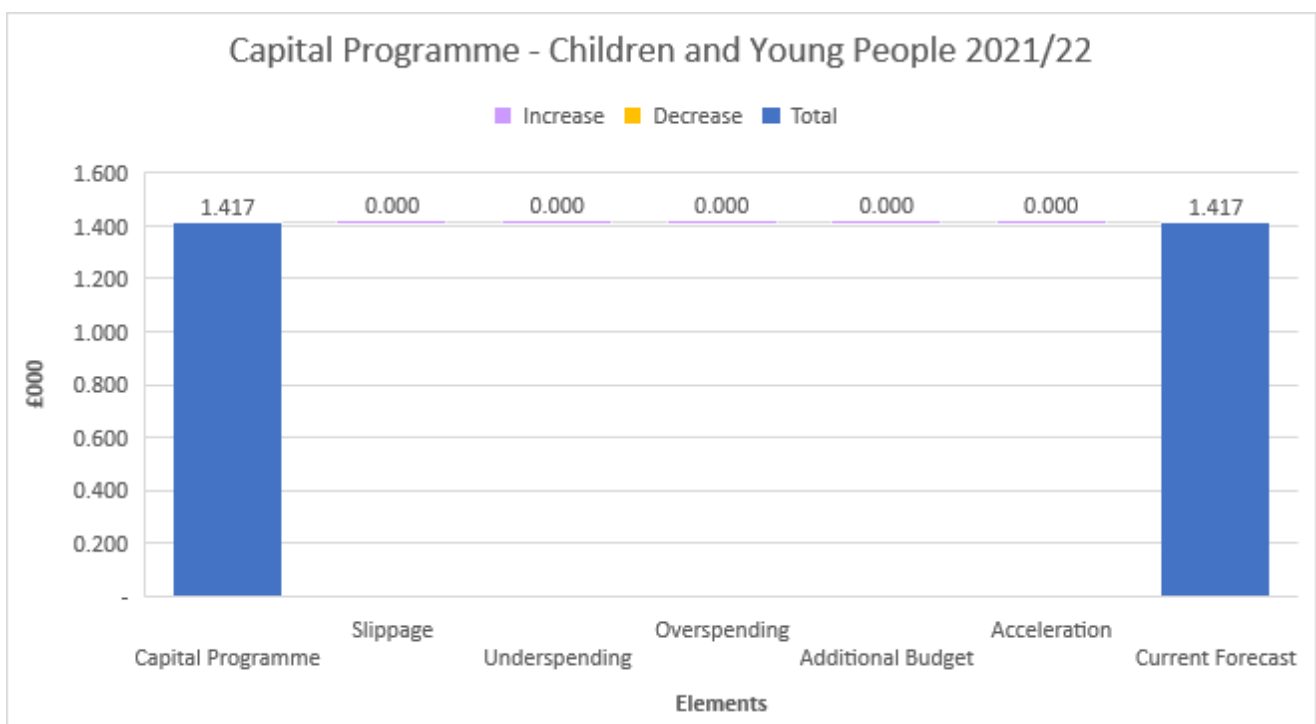
Performance Summary - Capital

- 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

- 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.
- Since this time, the profiled spend has remained the same resulting in a current year end projection for 2021/22 of £1.417m.



- 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.

Risk

8. 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
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

9. Further details on all risks can be found in **Appendix C** - 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
			2018/19	2019/20	2020/21				
21	The percentage of young people attaining Grade 4 and above for Maths and English GSCE by age of 16 years old Reporting Frequency: Annually	67.0%	65.4%	66.2%	72.2%	↗	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
25	Percentage of schools with OFSTED rating 'good' or 'outstanding' Reporting Frequency: Quarterly	88.5%	No Data Available	No Data Available	87.6%	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
26	Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools Reporting Frequency: Quarterly	88.0%	No Data Available	No Data Available	86.6%	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
27	Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2 Reporting Frequency: Annually	64.0%	55.0%	61.8%	62.7%	↗	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

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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>	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.	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	£1.918m	Assumed funding from Covid-19 grant	(£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	Base line (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	↘		↗

Agenda Item 6
Appendix B

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Base line (March 2020)	Q1		Q2		Action	Trajectory
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 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	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	↗
			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	615 (10.0%)	647 (10.4%)	↗	669 (10.5%)	↗		

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Baseline (March 2021)	Q1		Q2		Action	Trajectory
		on a further 500 pupils 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.	independent placements						two-year pilot to support the inclusion of these learners in their local mainstream school.	
			No of pupils with EHCP in post school placements	1,127 (18.4%)	1,102 (17.6%)	↘	1,309 (20.6%)	↗		
			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	Percentage of pupils with an EHCP in mainstream school receiving an Individually Assigned Resource (IAR)	1,898 (86.6%)	1,683 (84.3%)		
Percentage of pupils with an EHCP in mainstream	433 (22.6%)	378 (22.3%)				↘	467 (26.7%)	↗	↗	

Agenda Item 6
Appendix B

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Baseline (March 2021)	Q1	Q2	Action	Trajectory
		per weekly hour) known as a Personal Supplement. Those schools where the percentage of their pupils with an EHCP is over 3% are also entitled to an additional allocation.	school receiving a Personal Supplement above their IAR					
			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

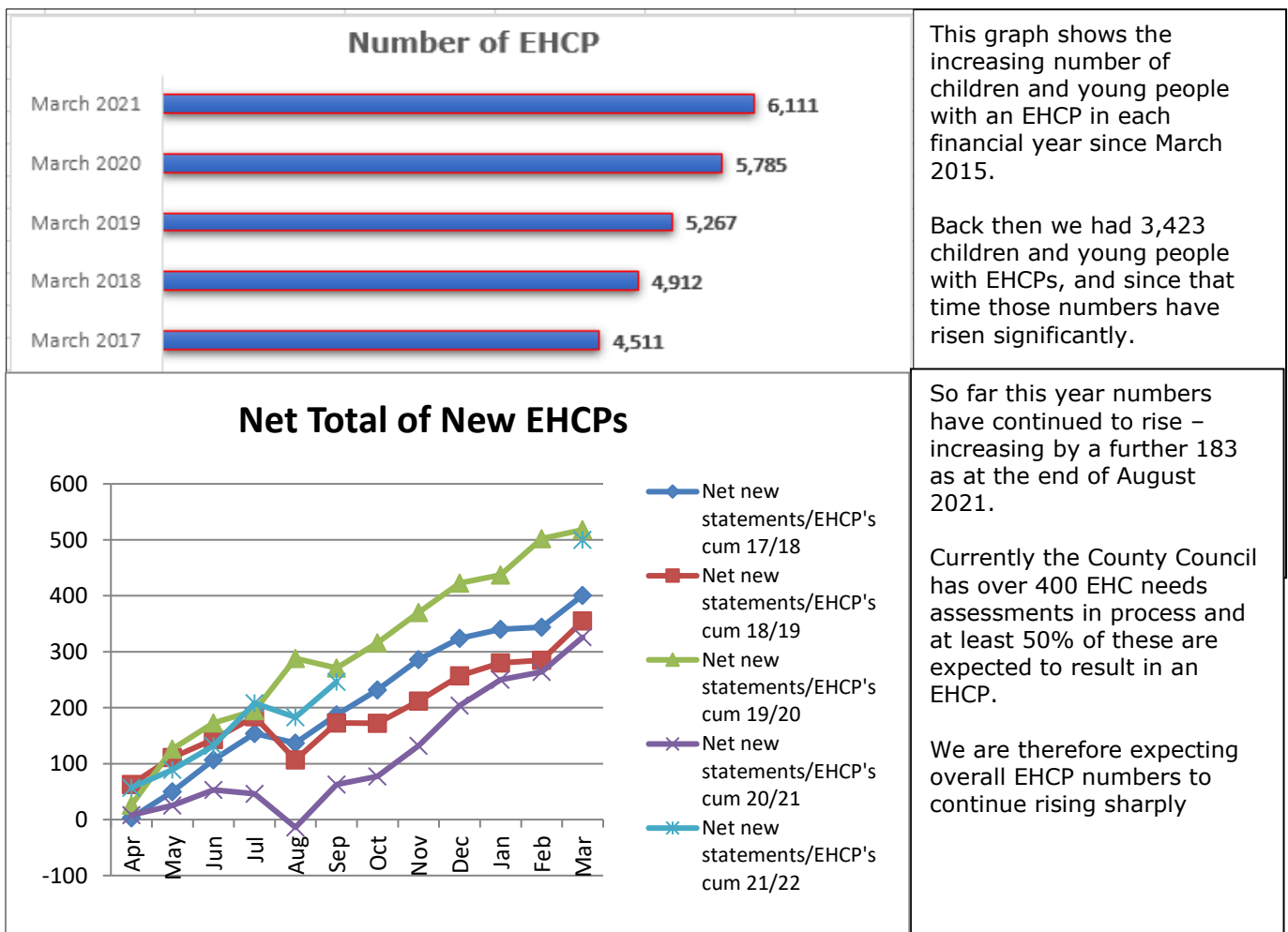
2. The Learning and Skills Portfolio is projecting a £1.901m overspend.

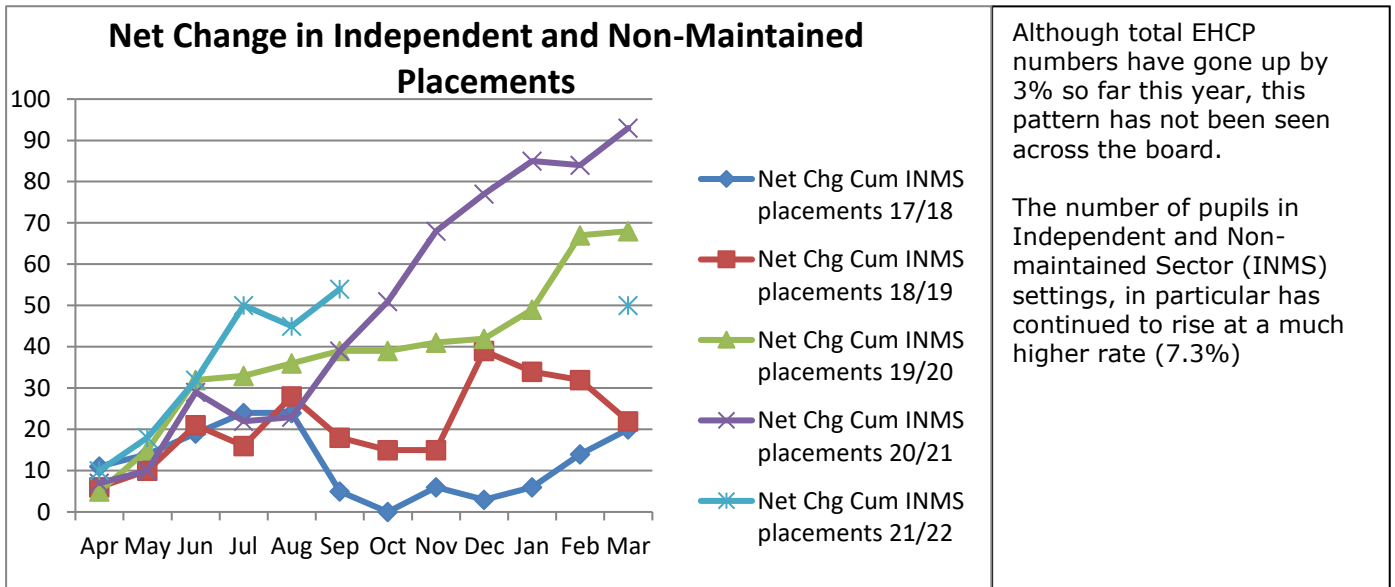
- Home to School Transport** - The service overspending is due to growing complexities, demand and costs which have continued to increase. An additional £0.8m has been added to the base budget for 2021/22, together with a saving of £0.5m to be achieved through increasing the internal fleet and greater 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		
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

Saving Activity	2020/21 Savings £000	September 2021		Narrative	2022/23
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

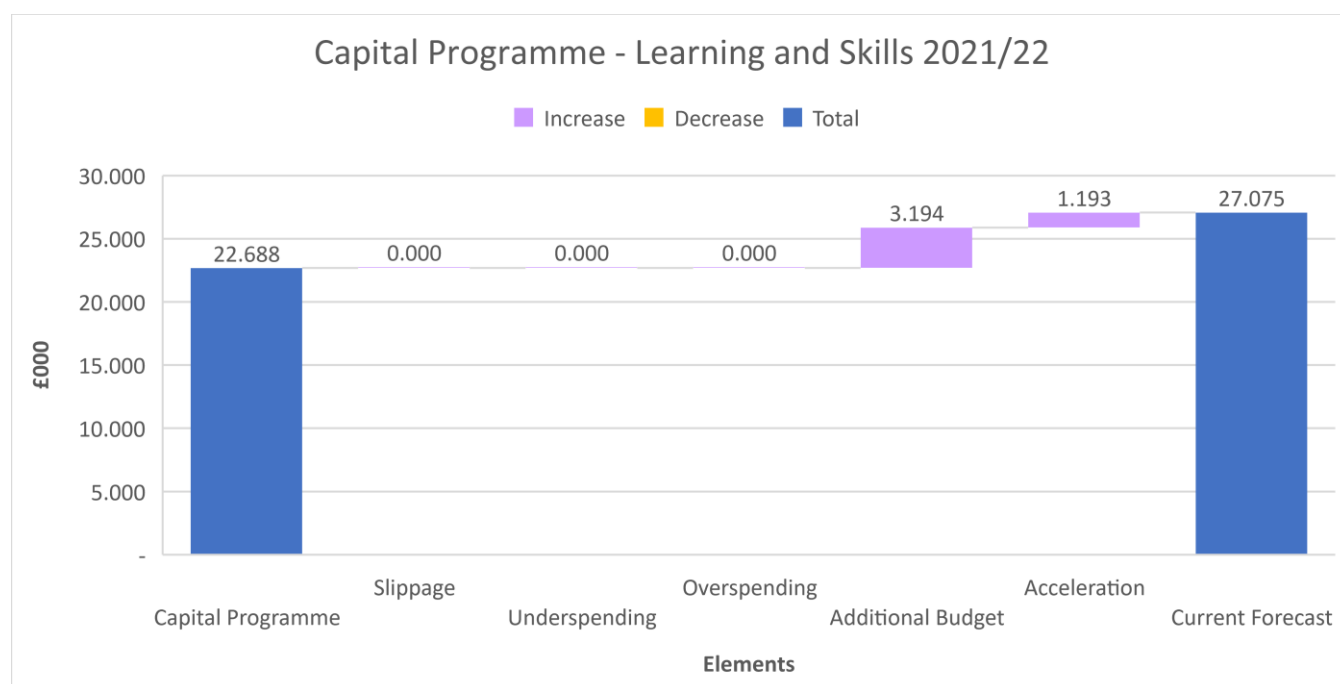
6. There are 27 schemes within the portfolio; 17 of the schemes in delivery are rated green, indicating that the project is reporting to plan. Seven are rated at amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team. Three are rated as 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.

Scheme	RAG Status at 30th September	Reason	RAG Status at 13th October	Updated Position
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.
- **Steyning - S106 – £0.600m.** Approval has been granted for £1.572m S106 funds to be allocated to support Steyning 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.

Risk

10. 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 C** - Corporate Risk Register.

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.																			

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	Director of Law & Assurance	Ongoing	AGS actions approved November 2020 - updated and sent to RAAC March 21. 21/22 AGS actions approved and underway.	4	2	8	Oct
			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.				

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date			
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score				
CR22	The financial sustainability of council services is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis, 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.								Director of Finance & Support Services	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.								Director of Finance & Support Services	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.			Head of IT					Ongoing	Ongoing works to ensure appropriate connectivity/accreditation for applicable public sector/government networks/system connectivity.	
			3. Resident's trust in the Council is undermined.									Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)			Head of IT					Ongoing	2021 testing schedule defined and in delivery.	
			4. Partners will not share data or information with the Council.									Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.			Head of IT					Ongoing	Proactive stance implemented to ensure a watching brief for threats/updated guidance notes. WSCC has formally joined SE Warning Advice and Reporting Point (WARP).	
			5. Punitive penalties are made on the Council.									Provide capacity & capability to align with National Cyber-Security centre recommendations.			Head of IT					Ongoing	Training needs assessment regularly undertaken, programme of education developed to ensure IS resources are appropriately skilled and corporate practices followed align to NCSC guidance's.	
												Transition to a controlled framework for process and practice.			Head of IT					Ongoing	IT service redesign to be carried out due to early return of ITO.	

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA	Head of Data Protection	Ongoing	Annual business process review via DPIA to confirm compliance or to reflect update/risk assessment if business process elements have shifted since last review.	3	3	9	Oct		
			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.

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR58	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).									Head of Contracts & Performance								ongoing	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 re-provision following closure of services.			Financial analysis of high risk provision - due diligence checks.									Head of Contracts & Performance								ongoing	Working with strategic contracts to identify key providers for more regular financial checks. Commissioning of sustainability blocks to deliver a level of financial stability.
4. Reduced capacity in the market as a result of failure of provision.			In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.									Assistant Director (Operations)								ongoing	Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.
5. Delay for those residents who are Medically Ready to Discharge (MRD).			Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.									Cx Lead								ongoing	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.									Cx Lead								ongoing	Total payments of £43.3million in 20/21 made to the care sector through Department of Health and Social Care (DHSC) Grants, payments to Council commissioned provision and uplifts to Council rates. For 21/22 an uplift to commissioned provision of 1.75% has been decided and implemented. 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.									Head of Contracts & Performance								ongoing	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.																					

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

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			
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.			Executive Director of Children, Young People and Learning					ongoing	The phase 2 workstream improvement action plan, which is jointly developed by WSCC and HCC is being progressed. Regular steering group to track and monitor progress and report into the into Improvement Board.
			3. Reduced confidence by residents in the Councils ability to run children's services.									Implement the Children First Service transformation model			Children First Transformation Director					ongoing	Family Safeguarding model redesign to ensure practice improvements are sustainable and embedded to provide a good level of service is being progressed and is meeting its milestones for implementation.
			4. Legal implications through non-compliance or negligence.																		
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.			Assistant Director – Corporate Parenting					ongoing	
			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.			Heads of Service					ongoing	
			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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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

**Children and Young People's Services Scrutiny Committee
Work Programme 2021/2022**

Topic/Issue	Purpose of scrutinising this issue & Source	Timing/Approach
1. Forthcoming Committee Meetings		
Children First Improvement Update	Performance monitoring - To seek assurance and evidence that appropriate progress is being made on the children first improvement Journey and outcomes are improving for children and families. <i>Focus: Children Looked After – including performance of initial health assessments and impact of Care Leaders Fellowship initiative</i>	12 January 2022
Attainment Gap in West Sussex	Service Development – to consider the County Councils approach to address the attainment gap for children in West Sussex, and if the plans and actions being taken are designed to contribute to improving attainment levels for children.	12 January 2022
Performance and Resources Report – Q3	Performance monitoring – To assess the performance indicators relating to Children and Young People's Services in Our Council Plan	9 March 2021
Children First Improvement Update – Fostering Service Phase 2	Performance monitoring - To seek assurance and evidence that appropriate progress is being made on the children first improvement Journey and outcomes are improving for children and families. Focus: <i>Fostering Service Phase 2 – Pre-decision scrutiny to review the outcome of the consultation and proposals for the fostering service and provide comments to the Cabinet Member ahead of the decision being taken.</i>	9 March 2022
2. CYPSSC –Confirmed items for timetabling		
Children First Improvement Update – focus areas	Performance monitoring - Focus areas of reports for future meetings to be confirmed. Potential areas that	<i>At each meeting – Focus areas for 2022/23 meetings to</i>

Topic/Issue	Purpose of scrutinising this issue & Source	Timing/Approach
	<p>have been raised by Committee/previous reports include:</p> <ul style="list-style-type: none"> • Update on progress and impact of workforce changes on Social Work practice and experience for children and families (to include staff engagement outcomes) – Summer 2022 • Outcomes of recent Ofsted Monitoring visits and areas highlighted by the recent Commissioner update, e.g. consistent social work practice • Any examples or evidence and/or modelling being presented to the Commissioner and Ofsted to demonstrate the progress the service is making. • Monitoring the progress of cultural change within the service to improve the quality of service to residents. • Partnership working and impacts 	<i>be discussed by BPG on 2 February 2022.</i>
Performance and Resources Report - Q4	Performance Monitoring: To assess the performance indicators relating to Children and Young People’s Services in Our Council Plan (to be done quarterly).	Summer 2022 – Date TBC once calendar of meetings is finalised for 2022/23
West Sussex Safeguarding Children Partnership Annual Report	Performance Monitoring – to consider the successes and areas of improvement for the Partnership and to identify any areas for future scrutiny.	TBC.
Education and Skills Strategy	Policy Development – To input into the development of the Education and Skills Strategy that will replace the current School Effectiveness Strategy in 2022. Will include implications of the Skills for Jobs White Paper Link to current School Effectiveness Strategy .	<i>Members to be part of engagement work of Strategy in early 2022. Scrutiny of draft Strategy Summer 2022 –dates TBC</i>
Early Help Service – review of new model	Performance Monitoring – to assess the impact of the first year of implementation of the new Early Help Model. What is working well, is it achieving what it set	Late 2022/Early 2023

Topic/Issue	Purpose of scrutinising this issue & Source	Timing/Approach
	out to do and any areas for improvement (due to be implemented January 2022)	
3. Business Planning Group – items for BPG to consider for Scrutiny (including those raised by Committee Members under 'Items for Future Scrutiny').		
Mental Health and Emotional Wellbeing of Children and Young People	Service Development – to assess the provisions and plans in place to support young people’s mental health and emotional wellbeing.	<i>All member briefing being arranged. Following briefing any potential areas of scrutiny will be explored with HASC.</i>
Unaccompanied asylum-seeking children	Performance Monitoring - To assess the County Councils resilience and approach for managing increased demand.	<i>Short briefing note has been provided to BPG members on current approach (Nov 21). BPG to receive further update in 6 months to determine if item needs to remain on work programme.</i>
Placements for Children we Care for	Service Improvement – To review the County Council’s sufficiency strategy for placements, including post-16 residential placements and the re-opening of some children’s residential homes, (requested by BPG in February 2020).	To remain on work programme for BPG to consider if there are any areas for future scrutiny
Elective Home Education	Performance Monitoring - to assess the County Council’s approach to elective home education. Impact of Covid-19 on EHE also to be considered.	To remain on work programme as further governance guidance is still awaited. Will assess once this guidance has been released to determine

Topic/Issue	Purpose of scrutinising this issue & Source	Timing/Approach
		if there are an areas for scrutiny.
Support for School Governors	Raised at CYPSSC on 14 April & 9 January- to identify any areas of improvement for the support, training and guidance provided to school governors and to consider recruitment and retention issues.	<i>Short briefing provided to BPG members on current recruitment and retention of school governors (November 2021) and shared with all Committee members.</i>
Business Planning Group – to monitor		
Woodlands Meed	BPG to monitor progress and identify any areas for scrutiny as the project progresses. Link to Woodlands Meed update page.	Ongoing
Scrutiny Task and Finish Groups – proposed		
Needs Assessments and EHCPs – Process, Practice and Delivery	Service Development – To explore the process, criteria and practice of Education Health and Care Needs Assessments and Education and Health Care Plans. To review whether the County Council is providing a consistent approach and delivery to West Sussex Children and Families and to identify any potential areas of improvement.	Membership and Terms of Reference/scope being confirmed. Timing TBC



Forward Plan of Key Decisions

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

The most important decisions will be taken by the Cabinet. Due 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 meetings will be available to watch online via our [webcasting website](#). The [schedule of monthly Cabinet meetings](#) is available on the website. The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the website. [Published decisions](#) are also available via the website.

A key decision is one which:

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

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

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

Finance, assets, performance and risk management

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

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

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

For questions contact Katherine De La Mora on 033 022 22535, email katherine.delamora@westsussex.gov.uk.

Published: 18 November 2021

Forward Plan Summary

Summary of all forthcoming executive decisions in Cabinet Member portfolio order

Decision Maker	Subject Matter	Date
Cabinet Member for Children and Young People	Additional Funding Allocation for Remodelling of Orchard House Children's Home	November 2021
Executive Director Children, Young People and Learning	Award of block contract accommodation services for young people aged 16+	December 2021
Cabinet Member for Children and Young People	Procurement of residential provision for children with complex needs	December 2021
Executive Director Children, Young People and Learning	Extension of the Dynamic Purchasing System for Children's Placements and Other Support Services	December 2021
Cabinet Member for Children and Young People	Procurement of a Dynamic Purchasing System for Therapeutic Services for Children and Young People	December 2021
Director of Property and Assets	Award of contract for construction of an All Weather Pitch at The Forest School, Horsham	November 2021
Director of Property and Assets	Extension to the Pre-Construction Services Agreement for Woodlands Mead College New Build Project	November 2021
Cabinet Member for Learning and Skills	Slinfold CE Primary School - Funding for Replacement of Modular Teaching Accommodation	November 2021
Cabinet Member for Learning and Skills	Procurement of a School Information and Financial Management System	November 2021
Cabinet Member for Learning and Skills	Phase 2 Special Support Centre Programme - Edward Bryant Primary School, Bognor Regis - Allocation of Funding for Project Delivery	November 2021
Cabinet Member for Learning and Skills	Phase 2 Special Support Centre Programme - Felpham Community College, Bognor Regis - Allocation of Funding for Project Delivery	November 2021
Director of Property and Assets	Award of contract for the expansion of Palatine Primary School	November 2021
Director of Property and Assets	Award of contract to provide permanent accommodation for the expansion of River Beach Primary School, Littlehampton	November 2021
Cabinet Member for Learning and Skills	Burgess Hill Northern Arc - New Secondary School - Allocation of Capital Funding for Project Delivery	November 2021
Director of Education and Skills	Contract Extension for the Provision of Adult Community Education	November 2021
Director of Education and Skills	Allocation of Funding for a Christmas Holiday Activities and Food Programme	November 2021
Cabinet Member for Learning and Skills	Recommendation of a provider to run the new Burgess Hill Northern Arc All-Through School	December 2021
Director of Property and Assets	Award of contract for works to expand Lindfield Primary Academy, Haywards Heath	December 2021

Cabinet Member for Learning and Skills	Midhurst Rother College, Midhurst - Extension of Changing Rooms - Allocation of Capital Funding for Project Delivery	January 2022
Director of Property and Assets	Allocation of S106 Funding for Additional Accommodation at St Philip Howard Catholic Voluntary Academy, Barnham	January 2022

Children and Young People

Cabinet Member for Children and Young People

Additional Funding Allocation for Remodelling of Orchard House Children's Home	
<p>Orchard House children's home in Cuckfield caters for residential placements and short breaks for children with disabilities, with capacity for up to 16 children at one time. It is currently graded as 'outstanding' by Ofsted.</p> <p>A total of £4.183m of capital funding has so far been approved to deliver the remodelling and refurbishment of the home. These works are required to resolve critical issues with the site, modernise the home and improve the facilities for those children resident at the home and those who undertake short breaks there. The commencement of a procurement process to enable these works to be undertaken has also been approved (decision CYPO4(20/21) refers).</p> <p>Additional works have been identified to improve the sustainability and efficiency of the home, in line with the Council's Climate Change Strategy. The Cabinet Member for Children and Young People will be requested to approve the allocation of additional capital funding to deliver these works.</p>	
Decision by	Cllr Russell - Cabinet Member for Children and Young People
Date added	11 October 2021
Month	November 2021
Consultation/ Representations	<p>Finance Legal Procurement Property and Assets Sustainability Cabinet Member for Finance and Property</p> <p>Representations concerning this proposed decision can be made to the Executive Director Children, Young People and Learning, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Cabinet Member Decision - Remodelling of Orchard House children's home - CYP04(20/21)
Author	Thomas Strivens Tel: 033 022 22082
Contact	Wendy Saunders Tel: 033 022 22553

Executive Director Children, Young People and Learning

Award of block contract accommodation services for young people aged 16+

A new Framework Agreement has recently been established to enable the County Council to purchase accommodation services for looked after young people aged 16+ and care leavers (decision [OKD13 \(21/22\)](#) refers).

Block contracts provide the Council with whole services of supported accommodation for young people. Increasing the number of young people in these arrangements reduces the need to commission individual placements and offers better value for money. Under the terms of the framework agreement a mini-competition process will be undertaken to award a number of block contracts to provide local accommodation for older looked after young people and care leavers.

The Executive Director of Children, Young People and Learning will be asked to approve the award of block contract awards to successful bidders on completion of the mini-competitions.

Decision by	Lucy Butler - Executive Director Children, Young People and Learning
Date added	11 October 2021
Month	December 2021
Consultation/ Representations	Finance Legal Procurement Property and Assets Sustainability Cabinet Member for Finance and Property Representations concerning this proposed decision can be made to the Executive Director Children, Young People and Learning, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Decision to award to the Framework
Author	Shelly Dichello Tel: 033 022 24131
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Children and Young People

Procurement of residential provision for children with complex needs

The County Council has a duty to take steps to secure, so far as reasonably practicable, sufficient accommodation within its area which meets the needs of children within its care. Sourcing stable placements which adequately meet the requirements of children with complex needs is a particular challenge, and this picture is reflected nationally.

The County Council has been working with other local authorities, as well as national associations representing providers of residential care, to identify potential solutions to these issues, the culmination of which will be the procurement of a new service, or

services. The procurement will be conducted in partnership with other local authorities within the South East region, with the aim of developing new and innovative approaches to residential care provision for looked after children with complex needs, to better support sufficiency within the region.

The Cabinet Member for Children and Young People will be requested to approve the commencement of a procurement process for residential provision for looked after children with complex needs. The Cabinet Member will also be asked to delegate authority to the Executive Director of Children, Young People and Learning to award the contract

Decision by	Cllr Russell - Cabinet Member for Children and Young People
Date added	18 November 2021
Month	December 2021
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Thomas Strivens Tel: 033 022 22082
Contact	Wendy Saunders Tel; 033 022 22553

Executive Director Children, Young People and Learning

Extension of the Dynamic Purchasing System for Children's Placements and Other Support Services

In March 2019 the Director of Children and Family Services approved the Contract Award of a Dynamic Purchasing System (DPS) to facilitate the purchase of Children's Placements and Other Support Services (CPOSS). This enables the sourcing of services such as residential care, independent foster services and educational placements ([decision OKD27\(18/19\)](#) refers).

The DPS was procured with an initial contract period of 3 years with the option to extend for up to a further 4 years. The initial contract period is due to conclude at the end of February 2022 and it is proposed to take up the option of extending the DPS for two years.

The Executive Director Children, Young People and Learning will be asked to approve the extension of the DPS for 2 years from March 2022.

Decision by	Lucy Butler - Executive Director Children, Young People and Learning
Date added	21 October 2021

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Month	December 2021
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Executive Director Children, Young People and Learning, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	DPS Contract Award Decision - OKD27(18/19)
Author	Martin Cross Tel: 0330 222 3795, Charlotte Smith Tel: 033 022 2754
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Children and Young People

Procurement of a Dynamic Purchasing System for Therapeutic Services for Children and Young People	
<p>As part of its statutory obligations the Council provides therapeutic assessments and therapeutic interventions for children and young people. This includes the provision of therapies from different disciplines for example psychotherapy, occupational therapy, play therapy.</p> <p>Currently this need is predominately for children With Special Educational needs, receiving Social Care support, or in the Council's Care.</p> <p>Whilst the County Council provides some of these services, the demand is such that a significant amount of provision has to be purchased from the external market and evaluation shows this is a trend expected to continue. In order to meet this demand, it is proposed to set up a Dynamic Purchasing System (DPS) to enable the efficient sourcing of therapeutic services from qualified suppliers.</p> <p>The Cabinet Member for Children and Young People will be asked to approve: -</p> <ul style="list-style-type: none"> • The commencement of a procurement to set up a DPS to enable the purchase of therapeutic services and • The delegation of authority to the Executive Director Children, Young People and Learning to award places on the DPS 	
Decision by	Cllr Russell - Cabinet Member for Children and Young People
Date added	18 November 2021
Month	December 2021
Consultation/ Representations	Cabinet Member for Learning and Skills Finance Legal Procurement

	Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Daniel Ruaux Tel: 033 022 22695
Contact	Wendy Saunders Tel: 033 022 22553

Learning and Skills

Director of Property and Assets

Award of contract for construction of an All Weather Pitch at The Forest School, Horsham	
<p>In July 2020 the Cabinet Member for Education and Skills approved the siting of additional accommodation for QEII School on some of the existing playing field at The Forest School (Decision reference ES02(20/21)). In order to mitigate the impact of the loss of the playing field an All Weather Pitch will be constructed at The Forest School.</p> <p>The All-Weather pitch will enable pupils to undertake outside sport activities all year round whilst also providing the school the ability to generate additional income through letting.</p> <p>As part of a separate key decision process the Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from Section 106 contributions to undertake a project to provide an All Weather Pitch at The Forest School. The Cabinet Member will also be asked to delegate authority to the Director of property and Assets to award the contract for the project.</p> <p>Subject to this delegation of authority from the Cabinet Member, the Director of Property and Assets will then be asked to approve the award of contract for the proposed project at The Forest School.</p>	
Decision by	Andrew Edwards - Director of Property and Assets
Date added	11 January 2021
Month	November 2021
Consultation/ Representations	<p>Procurement Legal Finance</p> <p>Representations concerning this proposed decision can be made to the Director of Property and Assets, via the contact officer, by the beginning of the month in which the decision is due to be taken.</p>

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Background Documents (via website)	None
Author	Liam Hayward Tel: 033 022 22002
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets

Extension to the Pre-Construction Services Agreement for Woodlands Meed College New Build Project	
<p>Woodlands Meed is a Special School and College for 2-19-year old pupils located in Burgess Hill.</p> <p>Due to suitability and condition issues of the existing accommodation at the College site, in May 2020 Cabinet agreed that funding was allocated to replace the College building on its existing site (Decision reference CAB03 (20/21) refers). As part of the decision authority was delegated to the Director of Property and Assets that, subject to receipt of planning permission and statutory consents, a construction contract was entered into for rebuilding the College.</p> <p>A Pre-Construction Services Agreement was executed in February 2021 to appoint the contractor at Stage 4 of the project to ensure buildability and reduce risk; due to design changes this agreement requires extending. The Director of Property and Assets will be asked to approve the extension to the pre-construction services agreement.</p>	
Decision by	Andrew Edwards - Director of Property and Assets
Date added	29 April 2021
Month	November 2021
Consultation/ Representations	<p>College Governing Body</p> <p>Representations concerning this proposed decision can be made to the Director of Property and Assets via the author or officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Cabinet Report CAB03(20/21)
Author	Carol Bruce Tel: 033 022 23055
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Slinfold CE Primary School - Funding for Replacement of Modular Teaching Accommodation
<p>The County Council has a statutory duty to provide sufficient primary and secondary school places for all children who need a place. Slinfold CE Primary School is a 5 class</p>

<p>Primary School with a broad range of buildings including a double modular unit which was installed on the site in excess of 30 years ago. The modular unit has significant suitability issues and requires replacement with new teaching accommodation that meets current required standards for construction.</p> <p>The Cabinet Member for Learning and Skills will be asked to approve the allocation of capital funding from Section 106 contributions and a procurement exercise to undertake a project to replace the modular classrooms with new purpose built classrooms.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Learning and Skills
Date added	8 July 2020
Month	November 2021
Consultation/ Representations	<p>School</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Learning and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Procurement of a School Information and Financial Management System	
<p>West Sussex schools currently use a School Information and Financial Management IT System to both record and aggregate necessary information about pupils and staff as well as enabling the management of finances and budgeting.</p> <p>The County Council is reviewing the current system provision and the intention is to procure a replacement system with the additional functionality of real time access for the Local Authority, in order to facilitate the undertaking of its statutory duties.</p> <p>The Cabinet Member for Learning and Skills will be asked to approve the commencement of a procurement process for the provision of a replacement information and financial management system for all West Sussex maintained schools, with the contract due to commence in April 2022. The Cabinet Member will also be asked to delegate authority to the Director of Education and Skills to award the contract(s) and implement the solution following the procurement process.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Learning and Skills
Date added	30 July 2021
Month	November 2021
Consultation/ Representations	<p>Schools</p> <p>Schools Forum – 17 June 2021</p> <p>IT Providers</p>

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	Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	James Richardson Tel: 033 022 22327
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Phase 2 Special Support Centre Programme - Edward Bryant Primary School, Bognor Regis - Allocation of Funding for Project Delivery	
<p>There is a need to increase provision for children and young people with Special Educational Needs and Disabilities (SEND) through the creation of additional places in Specialist Support Centres that are attached to mainstream schools and academies. This will assist with the aim of enabling children to attend school locally.</p> <p>In December 2019 Cabinet approved the proposal to develop Phase two of the project for opening additional Special Support Centres in accordance with capital governance processes (decision reference CAB03(19/20)). In October 2020 the Cabinet Member for Education and Skills approved the allocation of design fees to progress 6 of the Special Support Centres including Edward Bryant Primary School (Decision reference ES09 (20/21))</p> <p>Since that approval further design work has been undertaken and costed in relation to the Special Support Centre at Edward Bryant Primary School in Bognor Regis.</p> <p>The Cabinet Member for Learning and Skills will be asked to approve the allocation of capital funding from the Capital Programme to enable the project to create a Special Support Centre at Edward Bryant Primary School to proceed.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Learning and Skills
Date added	1 February 2021
Month	November 2021
Consultation/ Representations	Representations concerning this proposed decision can be made to the Cabinet Member for Learning and Skills via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	Cabinet Member Decision ES09(20/21)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Phase 2 Special Support Centre Programme - Felpham Community College, Bognor Regis - Allocation of Funding for Project Delivery

There is a need to increase provision for children and young people with Special Educational Needs and Disabilities (SEND) through the creation of additional places in Specialist Support Centres that are attached to mainstream schools and academies. This will assist with the aim of enabling children to attend school locally.

In December 2019 Cabinet approved the proposal to develop Phase two of the project for opening additional Special Support Centres in accordance with capital governance processes (decision reference [CAB03\(19/20\)](#)). In October 2020 the Cabinet Member for Education and Skills approved the allocation of design fees to progress 6 of the Special Support Centres including Felpham Community College ([Decision reference ES09\(20/21\)](#))

Since that approval further design work has been undertaken and costed in relation to the Special Support Centre at Felpham Community College in Bognor Regis.

The Cabinet Member for Learning and Skills will be asked to approve the allocation of capital funding from the Capital Programme to enable the project to create a Special Support Centre at Felpham Community College to proceed.

Decision by	Cllr N Jupp - Cabinet Member for Learning and Skills
Date added	1 February 2021
Month	November 2021
Consultation/ Representations	Representations concerning this proposed decision can be made to the Cabinet Member for Learning and Skills via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision ES09(20/21)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets

Award of contract for the expansion of Palatine Primary School

Palatine Primary School in Worthing caters for a wide range of Special Educational Needs for children aged between 2 and 11 with moderate, severe or profound learning needs.

Following a review of existing and projected numbers on roll, the need for capital investment in the school was identified to meet an increase in pupils from 153 to 177. As part of a separate key decision process the Cabinet Member for Education and Skills approved the allocation of capital funding from the Basic Need Capital Programme to provide additional accommodation at Palatine Primary School. The Cabinet Member also delegated authority to the Director of Property and Assets to award the contract for the expansion project (decision [ES13\(20/21\)](#) refers.

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Further to this delegation of authority from the Cabinet Member, the Director of Property and Assets will be asked to approve the award of contract for the expansion of Palatine Primary School.

Decision by	Andrew Edwards - Director of Property and Assets
Date added	4 January 2021
Month	November 2021
Consultation/ Representations	Procurement Legal Finance Representations concerning this proposed decision can be made to the Director of Property and Assets, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision ES13(20/21)
Author	Paul Hemming Tel: 033 022 23519
Contact	Wendy Saunders - Tel: 033 022 22553

Director of Property and Assets

Award of contract to provide permanent accommodation for the expansion of River Beach Primary School, Littlehampton

River Beach Primary School is a 3 form of entry Academy located in Littlehampton. Due to increased pupil population in Littlehampton, the school currently accommodates an increased intake of 30 pupils by using a 35+ year old modular unit that has reached the end of its life.

In November 2020 the Cabinet Member for Education and Skills approved the allocation of Section 106 funding for education infrastructure capital projects, including the expansion of River Beach ([decision ES10 \(20/21\)](#) refers). As part of the decision the Cabinet Member also delegated authority to the Director of Property and Assets to undertake a procurement exercise and to enter into contracts for delivery of the projects. At the time of this decision it was not considered that an individual project would require an allocation in excess of £500,000; following a feasibility study the works required at River Beach are anticipated to exceed this value, meeting the criteria for an individual officer key decision.

The Director of Property and Assets will be asked to approve the award of contract for the expansion of River Beach Primary School.

Decision by	Andrew Edwards - Director of Property and Assets
Date added	18 June 2021
Month	November 2021
Consultation/ Representations	Procurement Legal

	<p>Finance</p> <p>Representations concerning this proposed decision can be made to the Director of Property and Assets via the author or officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	Cabinet Member Decision ES10(20/21)
Author	Paul Hemming Tel: 033 022 23519
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

<p>Burgess Hill Northern Arc - New Secondary School - Allocation of Capital Funding for Project Delivery</p>	
<p>Homes England has secured planning permission for a new 3500 home development on land known as the Northern Arc of Burgess Hill. As part of the overall plan, a site for a new Secondary School has been provided to ensure sufficient secondary school places to serve the development. In addition, a financial contribution of £18m has been secured through a Section 106 Agreement to contribute towards the construction costs of the new school. The school is proposed to open in September 2024.</p> <p>All Year 7 places at local Secondary Schools are full for September 2021. A new Secondary School is therefore required to provide for both the increasing population in the area and the additional need generated by the development.</p> <p>In July 2021 the Cabinet Member for Learning and Skills approved the capital funding to enable the detailed design for building the new school to be progressed through the County Council's Multi-Disciplinary Consultant (MDC), Faithful+Gould Ltd (decision LS03(21/22) refers). The detailed design will enable the procurement process for construction of the school to be commenced.</p> <p>The Cabinet Member for Learning and Skills will be asked to approve the allocation of the funds required for full delivery of the project and procurement of a building contractor to complete the design and construct the new building.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Learning and Skills
Date added	30 July 2021
Month	November 2021
Consultation/ Representations	
Background Documents (via website)	Cabinet Member Decision Report LS03(21/22)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Director of Education and Skills

Contract Extension for the Provision of Adult Community Education

West Sussex County Council currently provides adult community education for the residents of West Sussex through a subcontracting model, predominantly delivered by Aspire Sussex Ltd (Aspire). Provision is entirely externally funded via the Department for Education through the Education and Skills Funding Agency (ESFA) and where appropriate, fees paid by the learners. The County Council is accountable to the ESFA for the use of the funding and to Ofsted for the quality and effectiveness of provision.

Aspire were awarded a contract on an initial three-year term, commencing 1 August 2017, with the option for up to a four-year extension.

In April 2020, a two-year contract extension was approved which runs until August 2022 (decision [OKD01\(20/21\)](#) refers); the contract value is approximately £2.74m per year. The intention is to extend the contract for the final two years; taking up this extension will allow the County Council to explore future delivery models.

The Director of Education and Skills will be asked to approve the extension of the contract with Aspire for the final two years, to 31 August 2024, with a break clause in for August 2023.

Decision by	Paul Wagstaff - Director of Education and Skills
Date added	23 June 2021
Month	November 2021
Consultation/ Representations	Representations concerning this proposed decision can be made to the Director of Education and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	Officer Key Decision to extend the contract OKD01(20/21)
Author	Andrew Bishop Tel: 033 022 25399
Contact	Wendy Saunders Tel: 033 022 22553

Director of Education and Skills

Allocation of Funding for a Christmas Holiday Activities and Food Programme

The Department for Education (DfE) have provided every local authority in England funding to coordinate free holiday provision, including healthy food and enriching activities for children eligible for benefits related free school meals. The funding is to cover provision for the Easter, summer and Christmas Holidays in 2021

In July 2021 the Director of Education & Skills took a decision to award funding to organisations for providing activities and food for the summer holiday period and to allocate the remaining funding to enable a Christmas programme to be delivered (Decision [OKD10 \(21/22\)](#) refers).

Expressions of interest have been sought for providers to offer Holiday Activities and Food for children during the Christmas Holidays 2021. The Director of Education and Skills will be asked to approve the award of winter grants to successful organisations.	
Decision by	Paul Wagstaff - Director of Education and Skills
Date added	27 October 2021
Month	November 2021
Consultation/ Representations	Holiday Providers including schools, colleges, sports clubs and childcare providers Representations concerning this proposed decision can be made to the Director of Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	Officer Key Decision OKD10 (21/22)
Author	Danny Pell Tel: 033 022 22144
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Recommendation of a provider to run the new Burgess Hill Northern Arc All-Through School	
<p>West Sussex County Council is holding a competition for Multi Academy Trusts to apply to become the provider of a new all-through school that is being built in the development known as Burgess Hill Northern Arc. The competition is running in accordance with Department for Education guidance ‘The free school presumption – November 2019’.</p> <p>On conclusion of the competition an Evaluation Panel, made up of senior education officers and the Chair of the Schools Forum and a representative from the Regional Schools Commissioner’s Office, will assess the written applications, then shortlist and interview potential sponsor academy trusts to identify the strongest sponsor for the school.</p> <p>Following assessment of the outcome of the competition, the Cabinet Member for Learning and Skills will be asked to make a recommendation to the Secretary of State for Education as to which Multi Academy Trust should sponsor the school. The Regional Schools Commissioner, through delegated powers from the Secretary of State for Education, will make the final decision on the sponsor which will likely be announced in the Spring of 2022.</p>	
Decision by	Cllr N Jupp - Cabinet Member for Learning and Skills
Date added	1 October 2021
Month	December 2021
Consultation/ Representations	Public consultation held between 28.6.21 and 26.7.21.

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	Representations concerning this proposed decision can be made to the Cabinet Member for Learning and Skills, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Cabinet Member Decision to consult - LS02(21/22) Consultation and Analysis of Results
Author	Vanessa Cummins Tel: 033 022 23046
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets

Award of contract for works to expand Lindfield Primary Academy, Haywards Heath	
<p>Following a review of pupil projections for the North of the County and in particular the Haywards Heath/Lindfield areas it is necessary to provide for a bulge class of 30 pupils at Lindfield Primary Academy for the next two years' intake – 2023 and 2024.</p> <p>It is proposed to expand the school by creating 2 additional classrooms as an extension to the existing school buildings. In addition, a grass bank will be levelled into an outdoor play space to accommodate the increased pupil numbers.</p> <p>In November 2020 the Cabinet Member for Education and Skills approved the allocation of Section 106 funding for education infrastructure capital projects, including the expansion of Lindfield Primary (decision ES10 (20/21) refers). As part of the decision the Cabinet Member also delegated authority to the Director of Property and Assets to undertake a procurement exercise and to enter into contracts for delivery of the projects. At the time of this decision it was not considered that an individual project would require an allocation in excess of £500,000; following a feasibility study the works required at Lindfield Primary are anticipated to exceed this value, meeting the criteria for an individual officer key decision.</p> <p>The Director of Property and Assets will be asked to approve the award of contract for the expansion project.</p>	
Decision by	Andrew Edwards - Director of Property and Assets
Date added	21 October 2021
Month	December 2021
Consultation/ Representations	<p>Procurement Legal Finance</p> <p>Representations concerning this proposed decision can be made to the Director of Property and Assets via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents	Cabinet Member Decision

(via website)	
Author	Katerina Evans-Makrakis Tel: 07597 526870
Contact	Wendy Saunders Tel: 033 022 22553

Cabinet Member for Learning and Skills

Midhurst Rother College, Midhurst - Extension of Changing Rooms - Allocation of Capital Funding for Project Delivery	
<p>Midhurst Rother College is an Academy Secondary School providing education for pupils aged 11 to 18 in the Midhurst/Petworth and surrounding areas.</p> <p>Following an increase in parental preference and a need for Secondary places in the area, the Published Admission Number (PAN) for each year group at the school will be increased to 240. Consequently the changing rooms need expanding to accommodate the increased number of pupils.</p> <p>In March 2021 the Director of Property and Assets approved the capital funding to enable the detailed design for the additional changing rooms to be progressed through the County Council's Multi-Disciplinary Consultant (MDC), Faithful+Gould Ltd.</p> <p>The Cabinet Member for Learning and Skills will be asked to approve:</p> <ul style="list-style-type: none"> • the allocation of the funds required for full delivery of the project • the procurement of a building contractor to construct the extension to the changing rooms and the • delegation of authority to the Director of Property and Assets to award the contract. 	
Decision by	Cllr N Jupp - Cabinet Member for Learning and Skills
Date added	1 November 2021
Month	January 2022
Consultation/ Representations	<p>Schools, parents and local residents, Parish and District Councils Procurement Legal Finance</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Learning and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken</p>
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Wendy Saunders Tel: 033 022 22553

Director of Property and Assets

Allocation of S106 Funding for Additional Accommodation at St Philip Howard Catholic Voluntary Academy, Barnham

St Philip Howard Catholic Voluntary Academy is a 6 form entry Secondary School with a Sixth form. The school has grown in recent years to meet the demand for places which has led to the requirement for more teaching and administrative space, as well as washroom facilities. The school has continued to take additional children over and above their Published Admission Number (PAN) and projections indicate an ongoing need for the additional places created.

The school is proposing to deliver a new teaching block incorporating 8 classrooms, office space, toilets and a lift for disabled access. Section 106 funds have been received totalling £970,000 which must be spent on additional educational infrastructure and/or equipment at St Philip Howard Catholic Voluntary Academy and will assist with funding this development.

Following detailed design and associated cost estimates provided by the school, the Director of Property and Assets will be asked to approve the allocation of the S106 funds to the school to enable the project to proceed.

Decision by	Andrew Edwards - Director of Property and Assets
Date added	18 November 2021
Month	January 2022
Consultation/ Representations	Representations concerning this proposed decision can be made to the Director of Property and Assets via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Graham Olway Tel: 033 022 23029
Contact	Wendy Saunders Tel: 033 022 22553