

# Public Document Pack

**Tony Kershaw**

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7 September 2021

## Health and Adult Social Care Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Wednesday, 15 September 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](mailto:democratic.services@westsussex.gov.uk)).

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

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

**Tony Kershaw**

Director of Law and Assurance

### Agenda

10.30 am 1. **Committee Membership**

The Committee is asked to approve Cllr Russ Cochran as the co-opted member of the Committee representing Worthing Borough Council.

10.31 am 2. **Declarations of Interest**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

10.32 am 3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.

10.33 am 4. **Minutes of the last meeting of the Committee** (Pages 5 - 8)

The Committee is asked to agree the minutes of the meeting held on 23 June 2021 (cream paper).

10.35 am 5. **Recovery Planning** (To Follow)

The Committee will consider a Report by the West Sussex Clinical Commissioning Group on Covid recovery planning, including winter planning.

11.55 am 6. **End of June 2021 (Quarter 1) Quarterly Performance and Resources Report** (Pages 9 - 48)

A report by the Director of Law and Assurance, setting out the finance and performance position as at the end of June 2021.

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

12.25 pm 7. **Work Programme Planning and Possible Items for Future Scrutiny**

The Committee is asked to review its current draft work programme taking into account the Forward Plan of Key Decisions and any suggestions from its members for possible items for future scrutiny.

(a) **Forward Plan of Key Decisions** (Pages 49 - 58)

Extract from the Forward Plan dated 1 September 2021 – attached.

An extract from any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.

The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

(b) **Work Programme** (Pages 59 - 64)

The Committee to review its draft work programme for the year ahead taking into consideration the checklist at Appendix A and to agree the membership of the Adults and Health Strategic Budget Savings 2021/22 Task & Finish Group.

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

There have been no requests for call-in to the Committee and

within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

12.47 pm 9. **Date of Next Meeting**

The next meeting of the Committee will be held on 26 November 2021 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Stroke Services
- Adults' Strategy
- Adult Social Care Quality Assurance
- Quarterly Performance and Resources

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 11 November 2021.

**To all members of the Health and Adult Social Care Scrutiny Committee**

**Webcasting**

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

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

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## **Health and Adult Social Care Scrutiny Committee**

23 June 2021 – At a meeting of the Health and Adult Social Care Scrutiny Committee held at 11.15 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Wall (Chairman)

Cllr Bence	Cllr McGregor	Cllr Cornell
Cllr Atkins	Cllr Nagel	Cllr Bangert
Cllr A Cooper	Cllr O'Kelly	Cllr Burgess
Cllr B Cooper	Cllr Patel	Cllr Peacock
Cllr Forbes	Cllr Walsh	

Apologies were received from Cllr Pudaloff, Katrina Broadhill, Cllr Bridges and Cllr Pendleton

Also in attendance: Cllr A Jupp and Cllr Lanzer

### **1. Committee Membership**

1.1 Resolved – that the Committee notes its membership.

### **2. Election of Chairman and Vice Chairman**

#### (a) Election of Chairman

- 2.1 Cllr Walsh was proposed for the position of Chairman by Cllr O'Kelly and seconded by Cllr B Cooper.
- 2.2 Cllr Wall was proposed for the position of Chairman by Cllr Bence and seconded by Cllr Patel.
- 2.3 A secret ballot was held which was won by Cllr Wall, eight votes to four.
- 2.4 Resolved – that Cllr Wall is duly elected as Chairman of the Committee for the coming year.

(b) Election of Vice Chairman

- 2.5 Cllr Walsh was proposed for the position of Vice Chairman by Cllr O’Kelly and seconded by Cllr B Cooper.
- 2.6 Cllr Bence was proposed for the position of Vice Chairman by Cllr Wall and seconded by Cllr A Cooper.
- 2.7 A secret ballot was held which was won by Cllr Bence, eight votes to four.
- 2.8 Resolved – that Cllr Bence is duly elected as Vice Chairman of the Committee for the coming year.

**3. Declarations of Interest**

- 3.1 No recordable declarations of interest were made.

**4. Terms of Reference**

- 4.1 It was noted that mention of county local committees in the terms of reference would be updated following a review by the Governance Committee on 28 June.
- 4.2 Resolved – that the Committee notes its terms of reference.

**5. Minutes of the last meeting of the Committee**

- 5.1 Resolved – that the minutes of the meeting held on 24 February 2021 are approved as a correct record and are signed by the Chairman.

**6. Appointment of the Committee’s Business Planning Group**

- 6.1 Resolved – that the Committee appoints the following members to its Business Planning Group: Cllr Wall, Cllr Bence, Cllr Patel, Cllr Walsh and Cllr B Cooper.

**7. Work Programme Planning and Possible Items for Future Scrutiny**

(a) Forward Plan of Key Decisions

- 7.1 The Committee was updated that the decision to close Marjorie Cobby House had been moved to November in the Forward Plan of Key Decisions allowing time for consultation and input from the Committee via a pre-agreed task and finish group.

(b) Work Programme

7.2 The following topics were suggested as additions to the Committee's work programme: -

- NHS Dentistry (to be considered as a priority)
- NHS restoration in relation to surgical waiting lists
- The return of face to face GP consultations
- A review of Care Point capacity
- The interface between the Local Transport Plan, which was subject to public consultation and public health outcomes with a focus on eliminating carbon

7.3 Resolved – the Business Planning Group will discuss the Committee's suggestions for the work programme at its meeting on 3 September 2021 and liaise with all committee members.

**8. Date of Next Meeting**

8.1 The next meeting of the Committee will take place at 10.30 on 15 September 2021.

The meeting ended at 11.46 am

Chairman

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## **Report to Health and Adult Social Care Scrutiny Committee**

**15 September 2021**

### **End of June 2021 (Quarter 1) Quarterly Performance and Resources Report – Focus for Scrutiny**

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

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### **Summary**

The Quarterly Performance and Resources Report (PRR) is the Council's reporting mechanism for corporate performance, finance, savings delivery and business performance. It has been re-designed to reflect the new priorities, outcomes and measures included in Our Council Plan. It will be 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 (Appendix A) reflects the position at the end of June 2021 and is the first in the new style. Overall, the forecast year-end revenue position, at the end of June 2021, is a projected £3.775m overspend. It should be recognised that there is a continuing impact on service demand from Covid and the cost of delivering the capital programme is rising which creates some forecasting uncertainty.

The Adults Services Portfolio has a number of performance highlights to report this quarter, set out in Appendix A which includes a new Quality Assurance Framework, HomeFirst (to provide appropriate and timely support for residents who are being discharged home from a stay in hospital) and Mental Health Discharge to Assess (D2A), which has been recognised by NHS England as an excellent example of how health, social care, and housing can work together to support working age adults to be discharged from acute mental health hospitals in a safe and timely manner. This area is projecting a balanced budget at this time.

The Public Health and Wellbeing Portfolio highlights the Covid-19 Vaccination Programme led by the NHS (Sussex Health and Care Partnership), The West Sussex Covid-19 Local Outbreak Engagement Board's (LOEB) quarterly report and the launch of the Local Tracing Partnership (LTP) operating on behalf of East Sussex and West Sussex. This area is also projecting a balanced budget at this time.

The current Risk Register 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 PRR (Appendix A report attached). Areas for scrutiny include:

- 1) Whether the new reporting format provides members with what they need and in the way they need it to be able to scrutinise performance effectively to help drive corporate improvement;
- 2) The effectiveness of measures taken to manage the Council's financial position and expectations;
- 3) 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;
- 4) The on-going impact of the Covid-19 emergency situation on the Council's financial resilience and performance;
- 5) Any areas of concern in relation to the management of corporate risk;
- 6) 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
- 7) 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.

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## **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 Appendix B – 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.
- 1.3 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**

Rachel Allan, Senior Advisor (Democratic Services), 0330 222 8966

### **Appendices**

Appendix A – Performance and Resources Report – June 2021 (Quarter 1)  
Section 1 – Adults Services Portfolio – Summary  
Section 9 – Public Health and Wellbeing Portfolio – Summary  
Appendix 5 – Corporate Risk Register  
Appendix B – How to read this report  
Appendix C – KPI amendments for approval

**Background Papers - None**

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## **PERFORMANCE AND RESOURCES REPORT – JUNE 2021 (QUARTER 1)**

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

### **Introduction**

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

### **Overview**

2. The County Council is focused on delivering the four priorities as set out in Our Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change.
3. Though this quarter saw the gradual relaxing of Covid-19 restrictions, the operating context for West Sussex County Council continues to be dominated by the response to and recovery from the Covid-19 pandemic, both in terms of the County Council's service provision, but also as a convenor and enabler of local partners, to ensure the best use of resources and improved outcomes for residents and communities.
4. Central government are focusing on recovery, with the Prime Minister setting out further detail of the "levelling up agenda", but key policy and funding announcements, including the detail of levelling up, delivering a sustainable, long-term funding settlement for adult social care and the Comprehensive Spending Review have been delayed and are not expected to be announced until the Autumn when Parliament returns from recess – and which will have a direct impact on the County Council.

### **Our Council Plan Priorities: Quarter One Highlights**

#### **Keeping People Safe from Vulnerable Situations**

5. An OFSTED monitoring visit took place on the 18<sup>th</sup> and 19<sup>th</sup> May 2021 focusing on how a stable and long-lasting home is achieved for children and young people who are looked after by the authority. OFSTED found that senior leaders are ambitious and determined to improve services for children and young people with a realistic plan in place to do this.

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6. The time taken to complete outstanding deprivation of liberty cases has fallen from 4.4 months to 2.2 months, achieving the target set, despite a 20% increase in cases.
7. Three West Sussex County Council run children's homes have been rated Outstanding by OFSTED. Inspected in April and May 2021, Orchard House in Cuckfield, Teasel Close and High Trees, both in Crawley, were all highly praised as homes where children thrive and are kept safe.
8. The number of children eligible for free school meals (FSM) in West Sussex schools has been rising since 2018. In the first quarter, 1,271 free school meals awards were made. Overall, there are currently 16,297 children receiving free school meals in West Sussex schools.

### **A Sustainable and Prosperous Economy**

9. More than 800 enterprises have been supported to start, revive innovate or grow through key initiatives, including through the countywide Experience West Sussex tourism partnership supporting the sector to recover from the impact of the pandemic, and through the partnership with the University of Chichester to support businesses through the Hot House Programme.
10. 21.2% of premises in the county are able to access gigabyte capable connectivity, against a target of 20%, and up from 8.8% in 2019/20.

### **Helping People and Communities Fulfil Their Potential**

11. Following a re-visit from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to West Sussex Fire and Rescue Service, HMICFRS found continued 'significant' improvement, particularly with the service's fire prevention and protection activities as well as the introduction of the service's organisational assurance and governance team.
12. The County Council have reached and supported 58,230 people via the West Sussex Community Hub during the Covid-19 pandemic. During April to June, the Community Hub received over 3,000 inbound calls and delivered more than 1,500 food boxes in response to requests for support.
13. The percentage of young people attaining Grade 4 and above for Maths and English GCSE by the age of 16 years old was 72.2% in 2020/2021 – up from 66.2% in 2019/2020.
14. For the three-month period from December 2020 to February 2021, the latest period for which data is available, West Sussex reduced the "Not in education, employment or training" (NEET) and not known figure for the combined percentage of 16 – 17-year-olds who are NEET or not known by 4.2% compared to the previous year.

## Making the Best Use of Resources

15. 55% of key decisions on contracts over £500,000 have included an appraised option for partnership working to assess opportunities for efficiency and helping deliver value for money – against a target of 20%.
16. A new property development initiative has been agreed between the County Council and Morgan Sindall Group Plc, to develop surplus County Council land into new homes and commercial premises. The joint venture will maximise the financial and wider returns from surplus land enabling the extra funds generated to be reinvested to support the wider aims of the County Council.

## Responding to the Challenges Posed by Climate Change

17. Despite unusually cool temperatures in April and May increasing demand for heating, the overall carbon emissions from our estate reduced by 12% against the 2019/2020 baseline.
18. We have continued to roll out solar technology to schools, and installed systems on over 65 schools, with 4.5 Megawatts generating capacity. This both reduced carbon emissions and also saves schools with solar around £2,000 a year in electricity costs.
19. During this quarter, a 59 Kilowatt solar PV system at the West Sussex Records Office was completed and is generating zero carbon electricity.
20. West Sussex County Council is among the first 10 local authorities to be awarded a Carbon Literate Organisation Bronze Award. The Carbon Literacy Project is a unique training scheme to help organisations and employees to understand their carbon impacts and to help make informed choices to address climate change and reduce carbon emissions.

## Performance Summary – Our Council Plan

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

**Graph 1 – Performance by Priority**



## Finance Summary

### National Overview

22. As experienced in 2020/21, the financial position of the United Kingdom's economy continues to be severely influenced by the Covid-19 pandemic. The latest figures from the Office for National Statistics (ONS) has announced that inflation has risen to its highest levels in almost three years. The Consumer Price Index (CPI) rose to 2.5% in June 2021 from 2.1% in May and the Retail Price Index (RPI) rose to 3.9% in June from 3.3% in May.
23. The Office for Budgetary Responsibility (OBR) has lowered its UK growth forecast for 2021 to 4.0% from 5.5% but compensated this by lifting its 2022 projection to 7.3% from 6.6%. With the economy contracting less in 2020 than the OBR had expected, the economy is now predicted to return to 2019 levels by mid-2022 rather than the end of 2022.
24. Due to the pandemic, there have been further delays to the Comprehensive Spending Review and Fair Funding and Business Rate Reform announcements from the Government. These delays continue to hinder our ability to plan with certainty into the longer-term. Collectively, these three inter-related initiatives would have been able to reform the local government finance environment as they determine:
  - how much funding would be available to public services (including local government) as a whole;
  - the means by which that funding would be shared among individual local authorities, based on new arrangements for assessing their spending needs and their ability for raising resources (such as through council tax);
  - how local business rates would be distributed.

### County Council Financial Overview

25. During the first quarter of the year the council continued to respond to the pandemic. There is uncertainty on the on-going impact on demand and costs for council services. Cost of care services remain higher than budgeted and the projected costs of delivering the capital programme are increasing. These uncertainties make forecasting the end of year outturn position difficult. The ongoing economic implications will be factored into the council's medium-term financial strategy.
26. The forecast outturn position for 2021/22 as at the end of June is currently projecting a **£3.775m overspend**. This overall position assumes that costs related to the Covid-19 pandemic will be fully funded from grants and partner contributions received. Please note this position excludes the use of the £6.4m general contingency and £2.2m of pay inflation contingency which is held separately. The pay inflation contingency equates to a pay award of 1%; however, negotiations between employers and unions are on-going. If a pay award of more than 1% is agreed, the additional cost will be funded through the general contingency. **Table 1** details the revenue position by Portfolio.



## Projected Outturn Summary

**Table 1 – Projected Outturn and Variation by Portfolio**

PORTFOLIO	CURRENT BUDGET (£'000)	PROJECTED OUTTURN VARIATION (£'000)	VARIATION %	MOVEMENT (£'000)
Adults Services	208,169	0	0.0%	0
Children & Young People	131,793	3,100	2.4%	3,100
Community Support, Fire & Rescue	39,443	145	0.4%	145
Environment & Climate Change	62,241	-1,150	-1.8%	(1,150)
Finance & Property	14,929	100	0.7%	100
Highways & Transport	36,377	-450	-1.2%	(450)
Learning & Skills	23,175	1,921	8.3%	1,921
Public Health & Wellbeing	0	0	8.3%	0
Support Services & Economic Development	50,387	109	0.2%	109
Leader	1,452	0	0.0%	0
Non Portfolio	56,867	0	0.0%	0
<b>Total</b>	<b>624,833</b>	<b>3,775</b>	<b>0.6%</b>	<b>3,775</b>

-2,000 -1,000 0 1,000 2,000 3,000 4,000 (£m)

27. The individual portfolio sections in the report explain the key movements. The main risks across the portfolios include:

- Uncertainty in demand for services in adults and children,
- The mix between internal and external placements for children,
- The rising numbers of children requiring home to school transport,
- The rising numbers of children requiring high needs education,
- The non-delivery of savings in 2020/21.

28. A number of assumptions were used in setting the budget for 2021/22 for expected income from council tax and business rates and surplus/deficits on the collection fund as our districts and boroughs finalised their estimations. In addition, the government announced that it would support 75% of collection fund losses. However, the methodology to calculate the value of this loss only started to emerge in the first quarter of this year and is still not finalised. In our budget report, we explained that any difference between the estimates and actuals will be transferred either to or from the budget management reserve, as required.

29. The impact of the pandemic on our council tax income, due to both the number of individuals in receipt of council tax reduction relief and the impact on housebuilding, remains uncertain and further potential shortfalls relating to 2021/22 will not be known until after the year end. Likewise, the final impact on our business rate income will not be known for a number of years as the business rates appeals process allows retrospective claims. The assumptions for council tax and business rate income and the income/deficit on the collection fund for 2021/22 and future years will be updated in the Medium-Term Financial Strategy when it is presented at Cabinet in the autumn.

30. The pressure on the Dedicated Schools Grant (DSG) continues to be of concern, with a projected overspending of £1.4m currently forecast in 2021/22. It should be noted that this overspending projection is after allowing for a £7.0m transfer from the DSG Reserve which was agreed by Schools Forum. The total DSG deficit is therefore predicted to increase from £10.4m to £18.8m in 2021/22. Further details are reported in **Section 3** – Learning and Skills Portfolio.

## Savings Update

31. The **2021/22 savings target** across all portfolios is £18.5m. Of this amount, £6.1m (33%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism, £11.3m (61%) is judged as amber where further work is required to ensure the saving can be achieved and £1.1m (6%) is judged as red with no expectation of delivery. **Table 2** summaries the savings position. Details of each saving and its delivery is included in the separate portfolio sections.

**Table 2 – Savings by Portfolio**

Total Savings 2021/22	Red	Amber	Green	Blue	Total (£m)
	Significant Risk (£m)	At Risk (£m)	On Track (£m)	Delivered (£m)	
Adults Services	-	7,868	-	108	7,976
Children & Young People	800	2,081	350	675	3,906
Learning & Skills	350	-	300	131	781
Community Support, Fire & Rescue	-	220	-	218	438
Environment & Climate Change	-	100	438	2	540
Finance & Property	-	-	243	-	243
Highways & Transport	-	76	1,221	-	1,297
Leader	-	-	101	-	101
Public Health & Wellbeing	-	-	-	-	-
Support Services & Economic Development	-	900	2,313	18	3,231
<b>Total</b>	<b>1,150</b>	<b>11,245</b>	<b>4,966</b>	<b>1,152</b>	<b>18,513</b>

**Savings Key:**

<b>R</b> Significant Risk	<b>A</b> At Risk	<b>G</b> On Track	<b>B</b> Delivered
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32. In addition, there remains £3.1m of savings from 2020/21 that have not been delivered permanently at this time. The majority of these savings plans were adversely affected by the pandemic. Of the £3.1m currently outstanding, £0.1m (3%) is judged as 'green' and on track, £2.7m (87%) is judged as 'amber' where further work is required to ensure the saving can be achieved and £0.3m (10%) is judged as 'red' with no expectation of delivery. The red savings are reflected in the forecast outturn position.

## Covid-19 Grants and Income Summary

33. The cost of the Covid-19 pandemic to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2021.

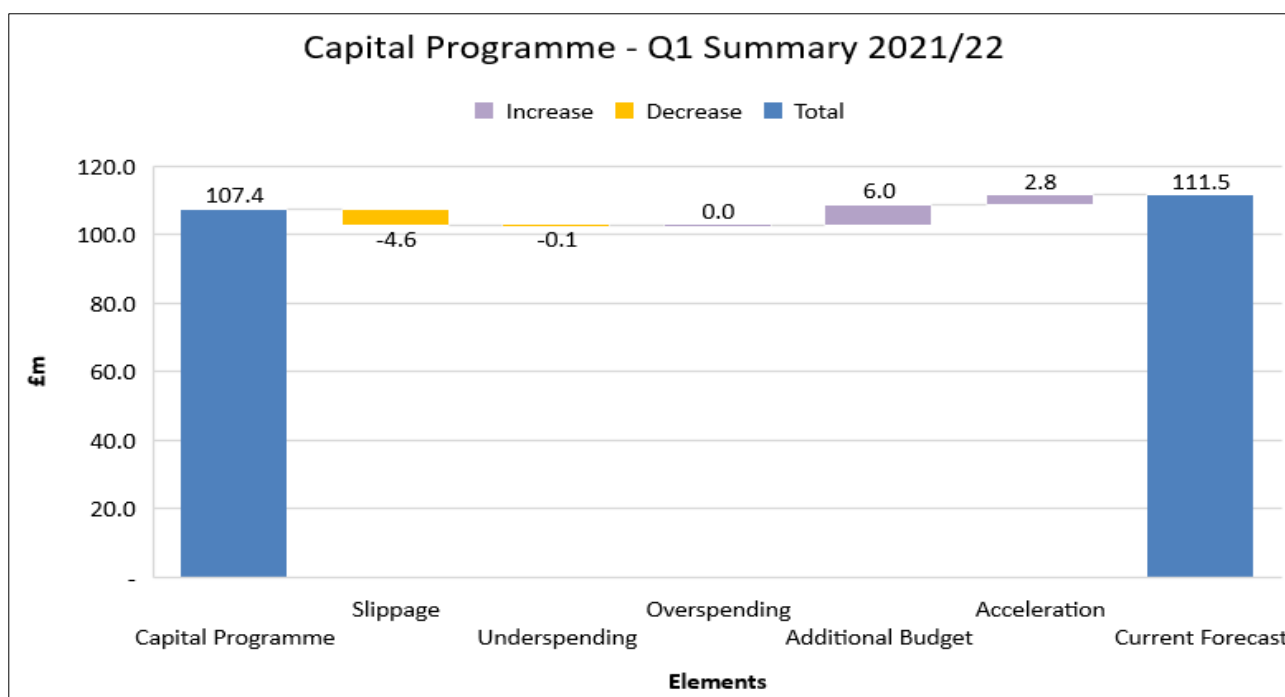
It is expected that all the costs of the pandemic incurred in 2021/22 will be funded from government grants or from other income received from partners.

34. Currently, of the £64.8m grant and contributions available in 2021/22, there is £10.8m which is currently unallocated, however, the ever-changing circumstances of the pandemic means that it is likely that all of the Covid-19 pandemic funding will be committed during 2021/22.

### Capital Programme Summary

35. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £101.6m for 2021/22. £5.8m of this expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £107.4m. Since this time, profiled spend has increased overall by £4.1m, to give a current full year actual spend for 2021/22 of £111.5m. **Graph 2** demonstrates movements from the revised capital programme to the current forecast.

### Graph 2 – Capital Programme



### Corporate Risks

36. The council’s risks are reviewed regularly to ensure risks are understood and appropriate mitigation takes place. Risks are scored considering the likelihood and impact.
37. There are three corporate risks with severity above the tolerance threshold:
- CR39a - Cyber-security
  - CR58 – Failure of social care provisions

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- CR69 – Children’s Services will fail to deliver an acceptable provision to the community.

38. The latest Corporate Risk Register can be found in **Appendix 5**.

## **Sections and Appendices**

Section 1: Adults Services Portfolio

Section 9: Public Health and Wellbeing Portfolio

Appendix 5: Corporate Risk Register

## Adults Services Portfolio – Summary

### Performance Summary

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

- The County Council’s [Safeguarding Adults Board](#) has developed a number of initiatives, publicised through its [podcast](#), to explain what safeguarding adults means. This includes [Making Safeguarding Personal \(MSP\)](#), and [a new Multi-Agency Risk Management protocol](#). This work is supported and promoted by the Local Government Association, the Association of Directors of Adult Social Care and other national partners.
- Adult Social Care has developed a new [Quality Assurance Framework](#) which sets out how the Council will ensure a culture of performance and continuous improvement, maintaining high standards throughout Adults’ Services. This is further supported by [a set of core standards](#) which Adult Social Care expects to be applied by its staff in all activity.
- Adult Social Care, working jointly with Health partners, has developed [Home First](#) to provide appropriate and timely support for residents who are being discharged home from a stay in hospital. From March 2020 to date, 5,446 people have been discharged straight from hospital to their homes, with the average length of time for a person waiting on a ward to be discharged moving from 10-14 days to 1-3 days.
- The West Sussex scheme, [Mental Health Discharge to Assess \(D2A\)](#), has been recognised by NHS England as an excellent example of how health, social care, and housing can work together to support working age adults to be discharged from acute mental health hospitals in a safe and timely manner. To date, 243 discharges have been achieved, supporting the pandemic response by minimising delays to hospital discharges.

### Our Council Performance Measures

Adults Services	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
11 Percentage of contacts to adult social care that progress to a social care assessment  Reporting Frequency: Quarterly	20-30%	Dec-20	Mar-21	Jun-21		Increasing demand as well as complexity and acuity in referrals over the last quarter has meant that more customers have required a formal social care assessment, where we have been unable to meet their needs through universal, low level or preventative services.	Ongoing monitoring of Covid impact on demand and complexity of need.	A
		38.8%	45.5%	49.5%	↓			
12 Percentage of adult social care assessments that result in a support plan  Reporting Frequency: Quarterly	65-75%	Dec-20	Mar-21	Jun-21		The last quarter data will be subject to change as the outcome of the assessment and the need for a support plan or not will not yet have been determined.	Ongoing monitoring of performance and actions to be developed if target is not met.	A
		52.1%	49.3%	30.8%	↓			
13 Percentage of safeguarding concerns that become a Section 42 enquiry  Reporting Frequency: Quarterly	37.0%	Dec-20	Mar-21	Jun-21		The full year result for 2020-21 was 56.3%. The aim is to maintain performance above the 2019-20 national average conversion rate of 37% this year, then reviewing against national performance in each year after that.	Ongoing monitoring of performance and actions to be developed if target is not met in Q2.	A
		61.8%	63.5%	63.3%	↓			

## Agenda Item 6 Section 1

14	Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	Dec-20	Mar-21	Jun-21	Slight increase from 2.2 months at the end of June 2021 which indicates that the volume of incomplete DoLS Assessments has increased slightly in July. However, it is still well below the target which is to keep the backlog to under 4.4 months.	Not applicable	A
			4.4 Months	4.4 Months	2.2 Months ↗			
36	Percentage of adults that did not receive long term support after a period of reablement support Reporting Frequency: Quarterly	85.5%	Dec-20	Mar-21	Jun-21	The reablement service continues to perform well and exceed KPIs. Increasing complexity in the service has led to a slight dip in performance in the last quarter of customers going fully self caring, however good reductions in their ongoing needs for support have been delivered.	Ongoing contract management and oversight.	G
			91.0%	85.5%	85.4% ↘			
37	Percentage of adults that purchase their service using a direct payment Reporting Frequency: Quarterly	27.4%	Dec-20	Mar-21	Jun-21	Performance is marginally below target and the position will be monitored and action taken at Q2 if fall continues.	Ongoing monitoring of performance and actions to be developed if target is not met in Q2.	A
			36.5%	27.4%	27.1% ↘			
38	Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months Reporting Frequency: Quarterly	73.2%	Dec-20	Mar-21	Jun-21	Work is on-going with Life Long Services to ensure that this target is met. Other areas are performing well against the target measure.	Team performance has been analysed, plans have been developed with LLS, targets are in place for individual teams, overtime has been offered	G
			72.7%	69.9%	69.4% ↘			
39	The percentage of adults with a learning disability in paid employment Reporting Frequency: Quarterly	3.6%	Dec-20	Mar-21	Jun-21	Performance for quarter 1 should be in the region 0.9%. The employment market for people with a learning disability has been impacted by Covid. Whilst there are some sectors beginning to offer opportunities (hospitality and cleaning) our supported employment service expects the impact will continue until Spring 2022.	Commissioners are working with supported employment provider to develop ideas and what further support is needed to re-launch the service post Covid, new ideas to support people to gain work experience, build confidence and to consider employment in order to increase paid work outcomes.	G
			1.8%	2.1%	0.4% ↘			
40	The percentage of adults in contact with secondary mental health services living independently with or without support Reporting Frequency: Quarterly	71.0%	Dec-20	Mar-21	Jun-21	Performance against this measure is linked to reducing admissions to residential care settings for adults with mental health needs and promoting independence. This is a core focus for the newly formed WAMHs (Working Age Mental Health service) social work teams following the ending of the s75 secondment arrangement with SPFT (Sussex Partnership NHS Foundation Trust).	On-going work with social work staff who have returned to WSCC direct management, to ensure they are using a strength based approach	G
			73.0%	71.0%	71.0% →			
44	Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service Reporting Frequency: Quarterly	80.0%			Jun-21	Clients are asked questions at entry into services and when leaving the service, a series of questions to determine risk and feelings of safety. Alongside the 91% of clients feeling safer we also saw a significant reduction in risk factors reported for high risk clients. We are continuing to develop a better understanding of service user voice and engagement through the development of our partnership board and in response to the requirements of the Domestic Abuse Act	Not applicable	G
			New Measure - No Data	New Measure - No Data	91.0% ↘			

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

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£13.582m	Assumed funding from Covid-19 grant	(£13.582m)	
<b>Adults Services Portfolio - Total</b>	<b>£13.582m</b>		<b>(£13.582m)</b>	<b>£0.000m</b>

## Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Q1		Action	Trajectory
ADULTS 1	Older People's Care Budget	Key cost driver data influencing the trajectory of the older people's care budget	No. of older people with a care package	4,681	↗	Customer numbers and average costs have risen significantly since March. Some of this is a direct consequence of Covid, so the trajectory is not bound to continue in these terms. If it is sustained, the Adults budget will be at risk of overspending.	↗
			% increase in the average gross weekly cost of a care package for older people	3.0%	↗		
			% increase in the average net weekly cost of a care package for older people	2.8%	↗		

## Financial Narrative on the Portfolio's Position

2. The Adults Services Portfolio is projecting a balanced budget at this time, however, the main financial issues affecting the budget are described below:

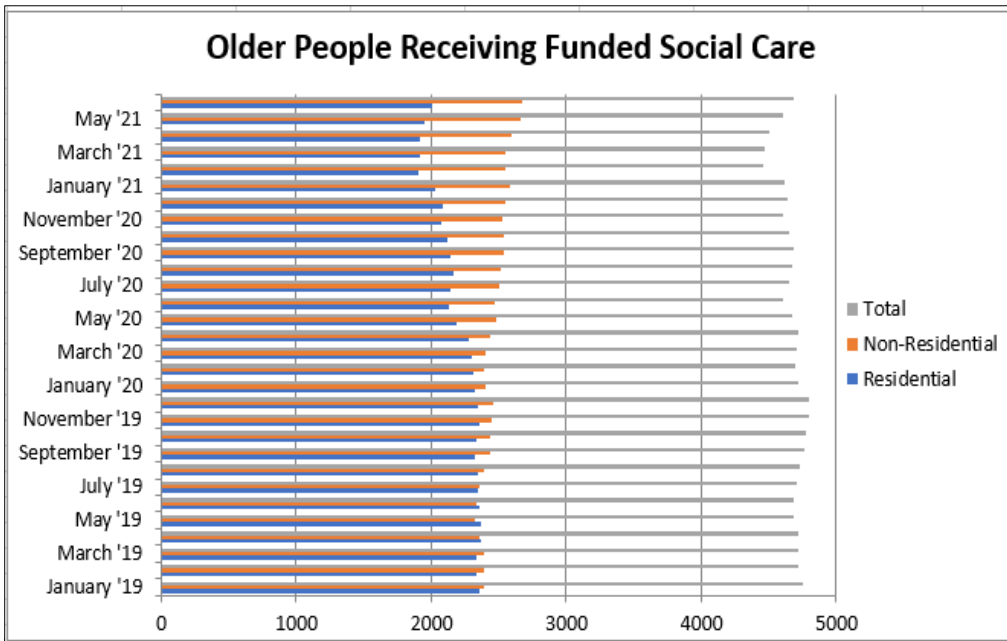
- Demand from older people.** The number of care packages has risen by over 200 during the first quarter, taking the aggregate total to approaching 4,700. Whilst some of this was expected because of the way that the Hospital Discharge Programme is operating, the outcome is that the size of the customer group has almost returned to its pre-Covid level in June 2019. Allowing for population growth in the intervening period, this still means that numbers are roughly 60 lower than would have been expected and with a mix that has shifted towards greater use of non-residential care. The unknown in all of this is the extent to which pent-up demand might remain from people who have delayed coming forward for support during the pandemic. If this translates into continuing increases in care packages in line with the last three months, the risk for the budget is obvious.
- Cost of older people's care packages.** The average cost of a package is currently running 3% higher than at the end of March. Since the uplift in provider rates agreed by the County Council for 2021/22 is 1.75%, this represents the equivalent of a pressure of 1.25% given that the budget is based on an assumption that demand pressure will largely be managed within the limits of existing resources. Exacerbating the position further is occupancy of the Shaw contract. The County Council is charged on a block basis, so is paying for 590 beds per month even though current utilisation is only 85%.
- Customer contributions towards care costs.** Current levels of income remain understated because of backlogs of work in financial assessments. Most of this is a legacy of issues relating to the policy

change that the County Council agreed in respect of the Minimum Income Guarantee. Pending completion of that work, assumptions are needing to be made about the additional income that this will generate. The means-related nature of the assessment makes this an estimate which is subject to inevitable variation.

- **Delivery of savings.** Although there continues to be reason to expect that these will be achieved in full over time, progress to date in a number of key areas has been limited. This includes Learning Disabilities, where there is also a residual target of £1.9m which has been brought forward as undelivered from 2020/21. Part of the reason for these delays is Covid-related due to the on-going impact of the pandemic on capacity together with the challenge that it is presenting, where actions are dependent on personal contact with customers.
- **Uncertainty.** More than in usual times, the issues that have been described make the Adults budget extremely difficult to forecast at this stage of the year. Depending on what exactly happens, there is a wide range over which the outturn could fall, ranging from balanced to potentially significant overspending. This does not make the most extreme of those scenarios likely, especially as Covid-19 is still a key factor in the situation, which means that there will be a strong case for using Covid-19 grants to manage these specific pressures. In addition, there remains the earmarked reserve of £4.7m that was created at the end of 2020/21 to fund Covid-19 recovery pressures as well as unallocated resources in the Improved Better Care Fund. Through a combination of those sources, there will be scope to ensure that the Adults Services budget does not overspend even on the most pessimistic demand forecasts. Since all of that funding is time-limited, the key priority for the service continues to be progressing those plans which will enable the underlying causes of the pressure to be managed sustainably on an on-going basis.

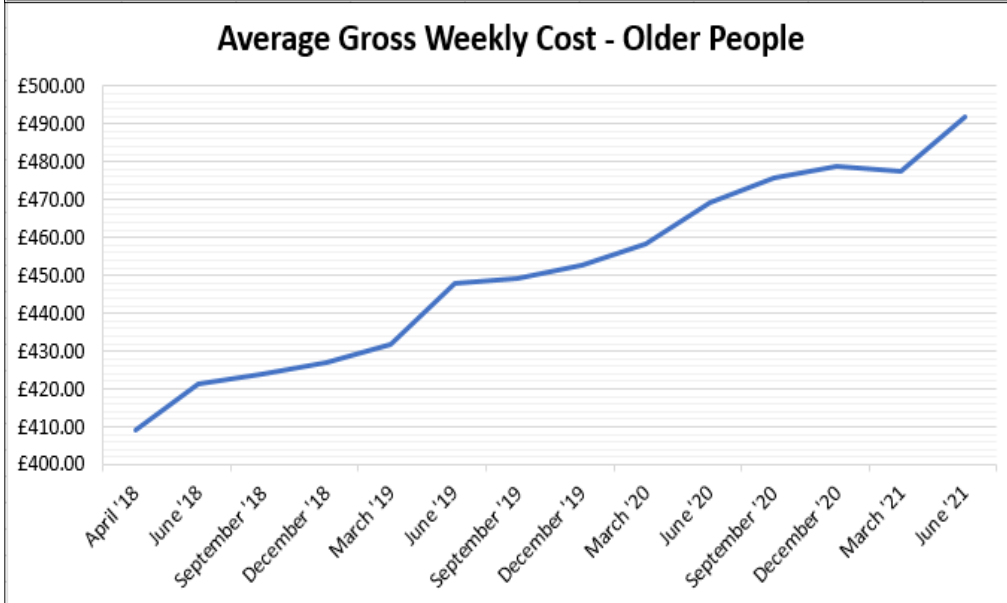


**Cost Driver Information**



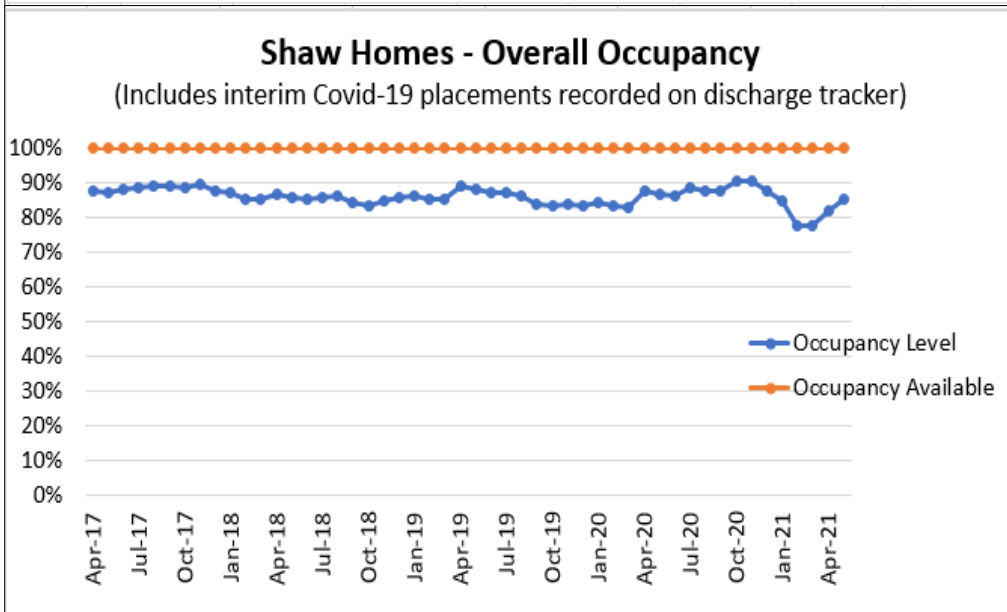
This graph shows the number of older people receiving funded social care and the type of care package.

Overall, the number of care packages has risen by over 200 during the first quarter.



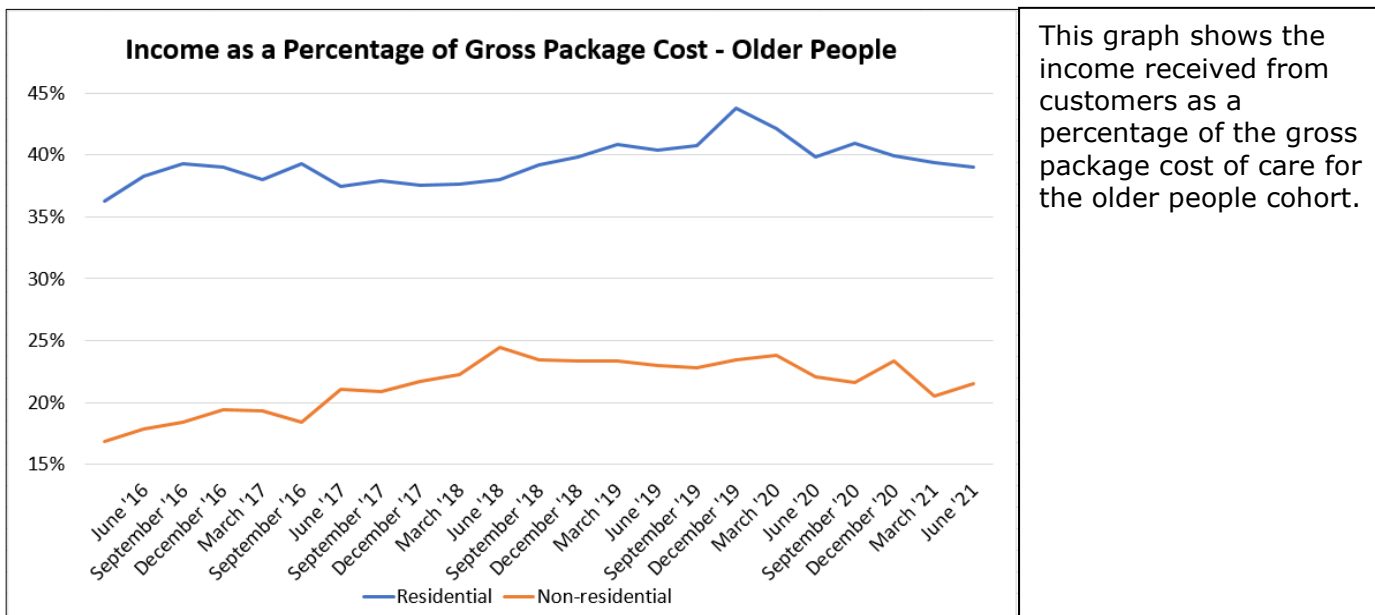
This graph shows the average gross weekly cost of older people since April 2018.

The average cost of a package is currently running 3% higher than at the end of March.

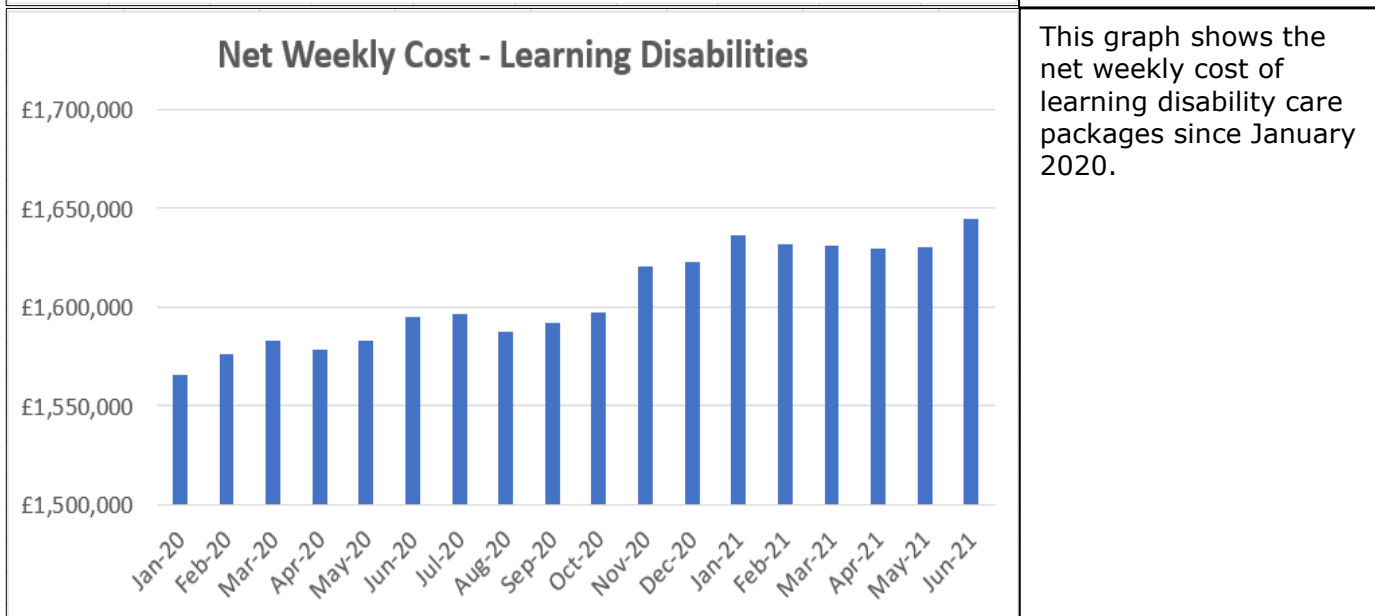


This graph shows the overall occupancy of Shaw Home placements.

The County Council is charged on a block basis, so is paying for 590 beds per month even though current occupancy rate is only 85%.



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



This graph shows the net weekly cost of learning disability care packages since January 2020.

### Savings Delivery Update

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

Saving Activity	2020/21 Savings £000	June 2021		Narrative
Lifelong Services	1,900	1,900	A Covid19	Plans being developed. Limited progress to date.

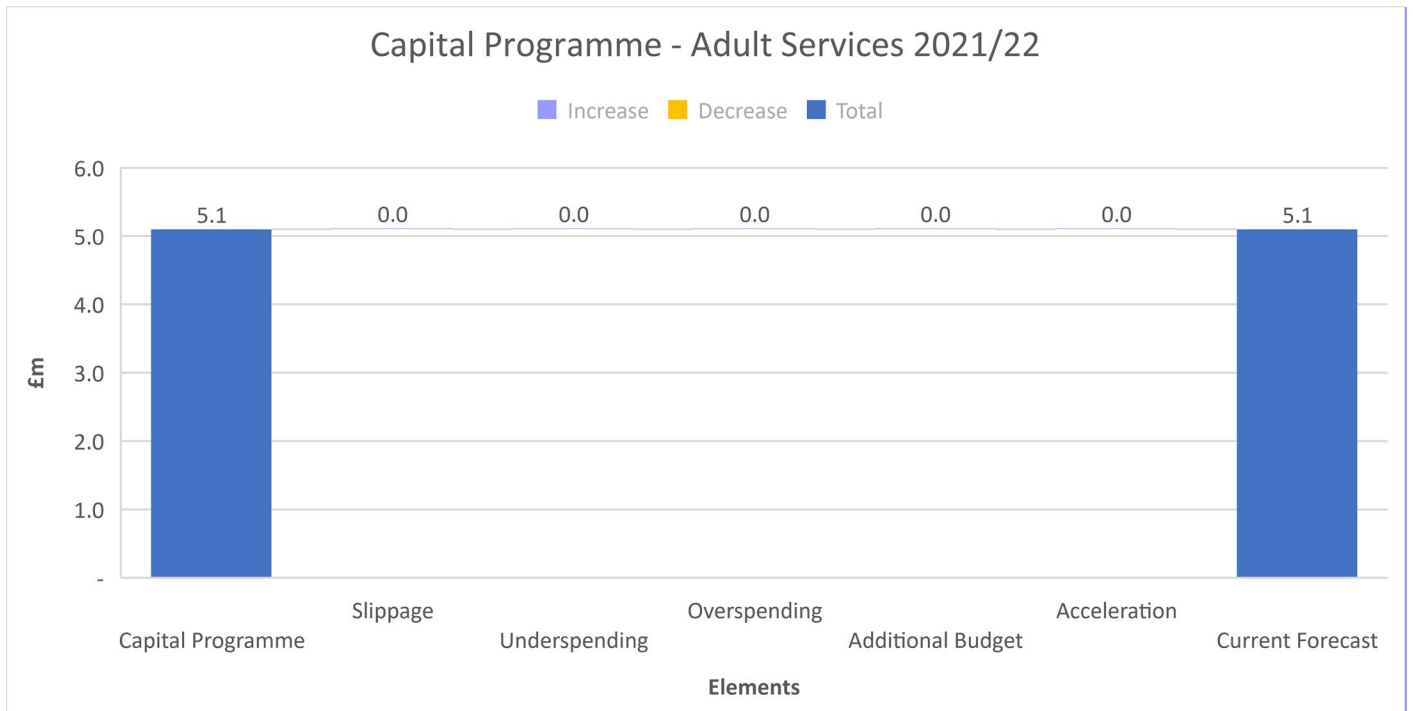
Saving Activity	2021/22 Savings £000	June 2021		Narrative
Review of in-house residential services	640	640	A	There is a Forward Plan decision in July, which will seek agreement for the review of Marjorie Cobby House.
Review of Shaw day services	250	250	A	Discussions with Shaw are on-going. Delivery of the saving will require a Cabinet member decision following public consultation.
Non-residential customers to remain at home with reduced package	890	890	A	Additional investment has been made in the Reablement contract. Savings will depend on the level of the benefits that this enables.
Increase supply and use of shared lives carers	448	448	A Covid19	Recruitment of additional shared lives carers has begun.
Supported Living - transfer of customers from residential provision	1,059	1,059	A Covid19	Plans being developed. Limited progress to date.
Increase number of customers supported by live-in care	106	106	A Covid19	Plans being developed. Limited progress to date.
Reduce use of single person services for customers where shared services may be suitable	114	114	A Covid19	Plans being developed. Limited progress to date.
Absorption of demand growth for adult social care from older people through demand management	4,361	4,361	A Covid19	This is a saving which will be delivered through actions previously taken - e.g., the Home First contract. Due to the constant turnover in the older people's customer group, this is a saving that cannot be measured in isolation of the overall budget position for that group, especially as the impact of Covid-19 on demand is uncertain.
Review of Agency Staffing	108	108	B	

**Savings Key:**

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

## Capital Programme

- The capital programme; as approved by County Council in February 2021, agreed a programme totalling £2.0m for 2021/22. £3.1m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.1m. Since this time, profiled spend has remained the same resulting in a current full year actual spend for 2021/22 of £5.1m.



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

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

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

Scheme	RAG Status at 30th June	Reason	RAG Status at 10th August	Updated Position
Adults In-House Day Services Part B Design	AMBER	Potential delay of six weeks to address structural dilapidations and mechanical and condition of electrical facilities.	AMBER	Further delays being investigated with contractor. Service agreed revised programme.

## Risk

7. 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.

<b>Risk No.</b>	<b>Risk Description</b>	<b>Previous Quarter Score</b>	<b>Current Score</b>
CR58	Failure of social care provisions	25	25

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

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## Public Health and Wellbeing Portfolio - Summary

### Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
  - The Covid-19 Vaccination Programme led by the NHS (Sussex Health and Care Partnership), has been rolled out in line with the Government and Joint Committee on Vaccination and Immunisation (JCVI) requirements, with all adults now invited to receive their vaccination, and 16- and 17-year-olds for first doses. The County Council is supporting this programme, carrying out targeted work with partners to encourage all adults to have their vaccination, engaging with communities in innovative ways such as mobile vaccination units, flexible clinics, as well as utilising community and faith links.
  - The West Sussex [Covid-19 Local Outbreak Engagement Board's \(LOEB\) quarterly report](#) was presented to the West Sussex Health and Wellbeing Board subgroup on 24 June, highlighting the Board's progress. The LOEB has supported its partners during the period February to May on the Asymptomatic Testing Programme for West Sussex, Covid-19 Vaccination Programme, Local Tracing Partnership, early years, schools and university, preparations for the election, adult social care, and event management.
  - In November 2020, West Sussex launched the Local Tracing Partnership (LTP) operating on behalf of East Sussex and West Sussex. The programme supports the national NHS Test and Trace system contacting positive Covid-19 cases to obtain information on their contacts; the service operates from the WSCC Community Hub. Since the start of the programme the LTP has contacted 67.8% of the West Sussex cases passed to them from the national NHS Test and Trace service (*data as at week ending 08<sup>th</sup> August 2021*).
  - Led by the Council's Public Health and Learning and Development departments, and in partnership with Mental Health First Aid (MHFA) England, a programme of MHFA training has been launched to train West Sussex County Council employees and HR Business Partners to be a point of contact and reassurance for staff who may experience a mental health issue or emotional distress.

### Our Council Performance Measures

Public Health and Wellbeing		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
			2017/18	2018/19	2019/20				
5a	Uptake of flu vaccine in over 65s or at risk Reporting Frequency: Annually	75.0%	72.9%	73.4%	74.2%	↗	2020/21 results due in August 2022. In future this measure is likely to be for aged 50 and over population. This will be confirmed in August by the Chief Medical Officer for England and new targets may apply.	Awaiting confirmation from NHS partners of requirements. In West Sussex, historically, we largely achieve good flu vaccine uptake but not in these groups, which highlights health inequalities in these areas. Winter Planning: WSCC Public Health are supporting NHS partners in planning for the roll-out of the booster COVID-19 vaccine and flu vaccine, taking into account learning from the delivery of the COVID-19 vaccine, to increase uptake across the local population.	A

## Agenda Item 6 Section 9

5b	Update of flu vaccine in 'at risk' groups Reporting Frequency: Annually	47.0%	2017/18	2018/19	2019/20	2020/21 results due in August 2022. In future this measure is likely to be for aged 50 and over population. This will be confirmed in August by the Chief Medical Officer for England and new targets may apply.	Awaiting confirmation from NHS partners of requirements. In West Sussex, historically, we largely achieve good flu vaccine uptake but not in these groups, which highlights health inequalities in these areas. Winter Planning: WSCC Public Health are supporting NHS partners in planning for the roll-out of the booster COVID-19 vaccine and flu vaccine, taking into account learning from the delivery of the COVID-19 vaccine, to increase uptake across the local population.	A
			48.5%	49.1%	45.8%			
6	Healthy weight of 10-11 year olds Reporting Frequency: Annually	69.8%	2018/19	2019/20	2020/21	Although performance has slightly fallen compared to last year, West Sussex ranks 7th best of all 151 local authorities. England average is now 63.4% and we remain in the top quartile of all Local Authorities. All strategy development work around children's healthy weight had to be put on hold due to COVID 19. The government also halted the National Child Measurement Programme due to the pandemic. It would seem likely that the lockdown would increase the number of children who are overweight or obese given the restrictions placed on leaving the house.	Obesity is a complex issue and affects all ages, which emphasises the importance of the need for a family targeted approach, working across all age groups. WSCC Public Health are working in partnership with district and borough councils across West Sussex to maintain and develop services to support the populations' needs.	G
			70.2%	70.4%	69.8%			
31	Healthy life expectancy for men Reporting Frequency: Annually	66 Years	2016/17	2017/18	2018/19	Next updates due February 2022 for 2019/20 results.  There has been growing concern, nationally and locally, that healthy life expectancy may have stalled which will have implications for individuals, communities, health and social care demand in the longer term and the wider economy.	Healthy Life Expectancy is a composite measure based on mortality levels, 'quality of life' (time spent in different states of health), and self-assessment. There is no single action that will adjust this significantly, but some actions will have more impact than others, such as tobacco control/smoking cessation and maintaining a healthy weight. WSCC Public Health are working with partners at place and integrated care system level, to determine how we will improve healthy life expectancy throughout the local population. This work is strongly aligned with work being undertaken to reduce health inequalities, with regular discussions in place with partners to take this forward as part of the population health management workstream.	G
			65.8 Years	64.6 Years	66.0 Years			
32	Healthy life expectancy for women Reporting Frequency: Annually	64.8 Years	2016/17	2017/18	2018/19	Next updates due February 2022 for 2019/20 results.  There has been growing concern, nationally and locally, that healthy life expectancy for women may be declining. This has implications for individuals, communities, health and social care demand in the longer term and the wider economy.	Healthy Life Expectancy is a composite measure based on mortality levels, 'quality of life' (time spent in different states of health), and self-assessment. There is no single action that will adjust this significantly, but some actions will have more impact than others, such as tobacco control/smoking cessation and maintaining a healthy weight. WSCC Public Health are working with partners at place and integrated care system level, to determine how we will improve healthy life expectancy throughout the local population. This work is strongly aligned with work being undertaken to reduce health inequalities, with regular discussions in place with partners to take this forward as part of the population health management workstream.	G
			63.6 Years	64.3 Years	64.8 Years			
35	Number of people completing evidence-based falls prevention programmes Reporting Frequency: Quarterly, Accumulative	TBC				First set of results expected in September 2021.  This is a new measure and as a result no previous data or baseline is available. Data will be provided by Districts and Boroughs.  Once data is available targets for the next 4 years can be determined.	This is an important area, which has been impacted by COVID-19 over the last 18 months. It is likely that due to lockdowns and the need for the Clinically Extremely Vulnerable to shield, individual's mobility may have reduced, resulting in a change in need for this area. There is therefore a need to assess and review current falls prevention programmes, working with community and NHS partners to set a target for the next 6-12 months.	A
			New Measure - No Data	New Measure - No Data	New Measure - No Data			

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

## Finance Summary

### Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure	£24.634m	Assumed funding from Covid-19 grant	(£24.634m)	
<b>Public Health and Wellbeing Portfolio - Total</b>	<b>£24.634m</b>		<b>(£24.634m)</b>	<b>£0.000m</b>



## Significant Financial Issues and Risks Arising

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

## Financial Narrative on the Portfolio's Position

3. The Public Health and Wellbeing Portfolio is projecting a balanced budget.
  - The budget continues to be impacted heavily by the consequences of the Covid-19 pandemic. The probability is that this will result in some underspending in areas of the service where expenditure is based on activity levels. For similar reasons, timing may mean that it is not appropriate to plan to spend the £1.2m that was carried forward from last year, nor the £0.2m increase announced in March in this year's Public Health Grant. As ring-fenced funding, all of these factors create the likelihood that there will be a level of underspending that will transfer into 2022/23. The potential level of this will become clearer in future months.

## Savings Delivery Update

4. The portfolio has no savings for 2021/22.

## Capital Programme

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

## Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score

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Corporate Risk Register - July 2021

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

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR7	There are governance systems which inhibit effective performance and a culture of <b>non-compliance</b> and also a lack of standardisation in some <b>systems and processes</b> . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	Director of Law & Assurance	1. Delayed decisions impede service delivery.	Dec-19	4	4	16	Treat	2	2	4	Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	Director of Law & Assurance	Ongoing	AGS actions approved November 2020 - updated and sent to RAAC March 21. 21/22 AGS actions approved and underway.	4	2	8	Oct-21
			2. Service improvement effort impeded.									Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	Director of Law & Assurance	Ongoing	Audit plan settled and activity in progress				
			3. Resources misapplied - poor VFM.									Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.	Director of Law & Assurance	Ongoing	Actions underway as per agreed audit plan				
			4. Complaints and claims.																
			5. Censure by external inspection.																
CR11	Due to recent reports into service operations and senior leadership instability, there is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems <b>recruiting and retaining staff</b> in key skills areas.	Director of Human Resources & Org Dev	1. Over-reliance on interim and agency staff.	Mar-17	4	5	20	Treat	4	2	8	Provision of clear financial support for recruitment and retention policy and provisions procedures.	Head of Specialist HR Services	Jul-21	Partially Completed. Social workers recruitment and retention package in place for 2020. 2021 offer currently under review. Corporate relocation package drafted and being prepared for ELT sign off. Sustainable Social Worker Pay Model being reviewed in light of Trade Union comments.	4	3	12	Aug-21
			2. Lack of corporate memory.									Application of policy and provisions for various hard to fill posts.	Head of HR Bus Ptr & Org Dev	Ongoing	Use of R&R package to recruit children's social workers. Relocation support for hard to fill roles awaiting sign off by ELT. Use of apprenticeships to build talent pipelines e.g. social worker, occupational therapist, management programmes.				
			3. Inadequate pace/speed of delivery.									Produce Directorate Workforce Strategies to identify skills, capacity and capability requirements.	Head of HR Bus Ptr & Org Dev	Jul-21	Reward & Retention package for Children's Social Workers produced. Development of Workforce Plan being carried out as part of Children First Improvement Plan.				
			4. Low staff morale and performance.									Development of comprehensive employee value proposition.	Head of Res Org Dev & Talent	Oct-21	Part of People Framework Action Plan, will be progressed once initial kick start projects are delivered.				
												Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Head of Res Org Dev & Talent	Ongoing	3 year plans in place for apprenticeships (currently being refreshed). LGA consultancy engaged with; recommendations received. Continuing programme of marketing and awareness raising, e.g. National Apprenticeships Week.				

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

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	Director of Law & Assurance	1. Individuals or groups come to harm.	Mar-17	4	5	20	Tolerate	3	3	9	Test the effectiveness of DPIA	Head of Data Protection	Ongoing	Annual business process review via DPIA to confirm compliance or to reflect update/risk assessment if business process elements have shifted since last review.	3	3	9	Oct-18		
			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	Aug-21		
			2. Increase number of claims and premiums.									Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.			Health and Safety Manager					ongoing	Work on the TNA has been paused. H&S e-learning modules bespoke to the council H&S arrangements are being developed with L&D development colleagues. Course content will be owned by the council instead of off the shelf course material.
			3. Adverse reputational impact to Council.									Incorporate HS&W information into current performance dashboard.			Health and Safety Manager					ongoing	Dashboard to capture details on sickness, absence and H&S. H&S data currently collated relates to RIDDOR and NON-RIDDOR incidents. Data from inspections and audits once the templates are developed in Firmstep will be linked to PowerBI dashboard.
			4. Increase in staff absence.									Regular engagement with other LA's on best practice and lessons learned.			Health and Safety Manager					Ongoing	
												Develop and introduce a more comprehensive risk profile approach and front line service based audits.			Health and Safety Manager					Ongoing	HSW risk profiling template created and being launched in some Directorates. C-19 has prevented full launch across the council.

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CR58	If there were to be a <b>failure of social care provisions</b> there is a risk that both WSCC funded residents and self-funding residents are not being properly cared for; which may result in death or injury to individuals and significant reputational harm to the council.	Executive Director of Adults and Health	1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty.	Sep-18	5	5	25	Treat	3	3	9	Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Head of Contracts & Performance	ongoing	Due to the implications of COVID19 and service resource constraints, the ability to conduct face to face quality assurance checks has reduced. There is now an increased focus on supporting/improving infection control and closer working with the CCG to ensure the right level of support to care homes is delivered.	5	5	25	Aug-21
			2. CQC action against service provider which could lead to establishment closure at short notice									Provision of regular support and communication to care homes to monitor financial sustainability during COVID-19 pandemic.	Head of Contracts & Performance	ongoing	Regular communication (with a COVID19 focus) with care homes to identify risk areas early. Monitoring of deaths and Covid outbreaks in care homes. This action is reviewed and discussed weekly at WSCC IMT.				
			3. Financial implication of cost of reprovision following closure of services.									Financial analysis of high risk provision - due diligence checks.	Head of Contracts & Performance	ongoing	Working with strategic contracts to identify key providers for more regular financial checks. Commissioning of sustainability blocks to deliver a level of financial stability.				
			4. Reduced capacity in the market as a result of failure of provision.									In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	Head of Adult Operations	ongoing	Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.				
			5. Delay for those residents who are Medically Ready to Discharge (MRD).									Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	Cx Lead	ongoing	Care services registered with CQC are currently required to complete NECs trackers as part of grant Covid-19 Department of Health and Social Care Grant Funding which supports an understanding of capacity as does the Shaw healthcare bed booking system. Combined Placement and Sourcing Teams have a Provider Capacity Tracker which is updated with available information and intelligence. Information is reviewed weekly to explore any delays and issues with capacity which are escalated to the weekly Capacity Oversight Group meeting.				
			6. Non-compliance with Care Act.									Administration of central government funding to provide financial support to the sector.	Cx Lead	ongoing	Total payments of £43.3million in 20/21 made to the care sector through Department of Health and Social Care (DHSC) Grants, payments to Council commissioned provision and uplifts to Council rates. For 21/22 an uplift to commissioned provision of 1.75% has been decided and implemented and the Council is in the process of facilitating payments to the sector from the DHSC Infection Control and Testing fund which supports spend up until 30th June 2021.				
			7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.																

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score	
CR60	There is a risk of failing to deliver the <b>HMIC FRS improvement plan</b> , leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.	Chief Fire Officer	1. Reputational damage  2. Corporate Governance Inspection  3. Legal implications of not delivering statutory services  4. Increased risk harm	Apr-19	5	4	20	Treat	5	2	10	Ensure robust project and programme governance in place and monitor delivery.	Chief Fire Officer	ongoing	During the revisit, the HMIC FRS Advisory Board praised the project and programme plans, and PMO governance. They also reported tangible improvements of preventative and protective measures. Further praise was received regarding the accelerated pace of mitigating the risk to public safety. The IAP concluded the demonstration of the progress to date leads them to believe that the steps that WSFRS have taken to improve the service are significant. It will undoubtedly take time to fully embed the improvements, and the service has a clear plan in place to do so. It was therefore concluded to close the Independent Advisory Panel.	5	3	15	Aug-21
CR61	A 'serious incident' occurs resulting in the <b>death or serious injury of a child</b> where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	Executive Director of Children, Young People and Learning	1. The Council would have let children down and as a result our reputation and credibility would be significantly damaged.  2. Subject to investigation and further legal action taken against the Council.  3. Immediate inspection and Government intervention.	Jun-19	5	5	25	Treat	5	2	10	Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention.  Provide proactive improvement support to services to assure effective safeguarding practices.	Executive Director of Children, Young People and Learning  Executive Director of Children, Young People and Learning	Ongoing  ongoing	Improvement activity continues to be embedded within the social work teams. The management assessment programme is now being implemented with all Service Leads being assessed by the end of January. The full programme of assessments will be completed by mid-May 2021. Statutory performance continues to improve but there is still inconsistency across the service. The service continues to work with our improvement partners (HCC) to deliver ongoing improvement activity across children's social care. The service remains under close scrutiny from the independent Improvement Board and the statutory regulator, Ofsted.  All improvement activity is overseen and supported by the dedicated Practice Improvement team who report regularly to DLT and the Improvement Board. We continue to revise and improve practice guidance, policy and practice on an ongoing basis. Areas of further development have been identified from the latest Ofsted focused visit and they form a focus for the next phase of the improvement work.	5	3	15	Aug-21
CR65	The review of <b>corporate leadership, governance and culture</b> recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	Chief Executive	1. Service failure  2. External intervention  3. Poor value for money	Dec-19	5	4	20	Tolerate	3	2	6	Develop plan to stabilise senior leadership team.  Engage with external partners (including LGA) to scope and deliver Leadership development for Cabinet and Senior Officers.  Implementation of governance changes as approved by Council (17.12.19)	Chief Executive  Director of Law & Assurance  Director of Law & Assurance	ongoing  ongoing  ongoing	Stable team - some tasks ongoing to maintain and to address limited interim roles in place  Plan completed and approved. For implementation with LGA post election as part of induction programme  Completed those for immediate or approved implementation to meet Council's decision. Further review post election.	3	2	6	Nov-21



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

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## 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 based on pulse survey feedback.
- 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 appendix to be viewed as a ‘standalone’ report.

- Updates of the performance KPIs agreed in Our Council Plan and the action taking place, including the noting of “CC” Climate Change performance measures.
- The KPIs measures will compare the last three periods- this may be quarterly, annually or other time period (depending on how regularly data is released); however, each measure will explain the reporting period.
- Overview of the revenue financial position 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

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

		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					✓

<b>KEY:</b>
Specific Committee Responsibility
To Be Included In Committee Papers

## Updated Key Performance Indicators for Approval

Key Performance Indicator		Baseline	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Reason for Change
3. Fire safety inspections of business premises (as determined by the Risk Based Inspection Programme) carried out per year	Existing	100% (936)	Tbc	Tbc	Tbc	Tbc	Last year we reported on the % of audits carried out against a specific set of properties, with a target of 100%. This year we have reviewed the measure and determined that it is more accurate to report against <b>all</b> regulated buildings in West Sussex, with a target to visit 1,750 premises (5%) where audits are required (based on our Risk Based Inspection Programme).
	<b>New</b>		<b>1,750</b>				
11. Percentage of contacts to adult social care that progress to a social care assessment	Existing	67%	63%	60%	57%	55%	Methodology for calculating this SE ADASS measure has been amended. Aim is to maintain within a range. This is slightly lower % than recent performance which reflects a desire to shift towards prevention rather than intervention.
	<b>New</b>	<b>30%</b>	<b>20-30%</b>	<b>20-30%</b>	<b>20-30%</b>	<b>20-30%</b>	
12. Percentage of adult social care assessments that result in a support plan	Existing	5.7%	6%	6.3%	6.6%	7%	Methodology for calculating this SE ADASS measure has been amended. Aim is to maintain within a range. This is slightly higher than recent performance which reflects a desire to carry out fewer assessments but ensure the right people are assessed where there is a long-term care need.
	<b>New</b>	<b>61%</b>	<b>65-75%</b>	<b>65-75%</b>	<b>65-75%</b>	<b>65-75%</b>	
13. Percentage of safeguarding concerns that become a Section 42 enquiries	Existing	53.45%	56.12%	58.92%	60.87%	63.91%	Target is to maintain the conversion rate above the national average of 37.0% (2019/20). Target to be reviewed annually as national average will change each year.
	<b>New</b>	<b>56.3%</b>	<b>37.0%</b>	<b>37.0%</b>	<b>37.0%</b>	<b>37.0%</b>	
20. Premises able to access gigabit-capable connectivity by 2025	Existing	12%	Tbc	Tbc	Tbc	72%	New targets for 2021-2024
	<b>New</b>		<b>20%</b>	<b>40%</b>	<b>63%</b>		

Key Performance Indicator		Baseline	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Reason for Change
31. Healthy life expectancy for men	Existing	64.6 years	Tbc	Tbc	Tbc	Tbc	HLE has been falling and the latest value (for the period 2017-2019) pre-dates the COVID-19 pandemic and therefore does not reflect the impact on health. The HLE figures for the final year of this plan (2024/25) will relate to 2021-2023, the target is to reverse the decline.
	<b>New</b>		<b>66 years</b>	<b>&gt; than previous year</b>	<b>&gt; than previous year</b>	<b>&gt; than previous year</b>	
32. Healthy life expectancy for women	Existing	64.3 years	Tbc	Tbc	Tbc	Tbc	HLE has been falling and the latest value (for the period 2017-2019) pre-dates the COVID-19 pandemic and therefore does not reflect the impact on health. The HLE figures for the final year of this plan (2024/25) will relate to 2021-2023, the target is to reverse the decline.
	<b>New</b>		<b>64.8 years</b>	<b>&gt; than previous year</b>	<b>&gt; than previous year</b>	<b>&gt; than previous year</b>	
33. Use of virtual/digital library services by residents	Existing	4.45m	4.45m	Tbc	Tbc	Tbc	The original baseline was based on website visits only, now adjusted to include 1 million eLibrary loans.
	<b>New</b>	<b>5.45m</b>	<b>5.45m</b>				
36. Percentage of adults that did not need long term support after a period of reablement support	Existing	85.5%	89.8%	94.29%	99%	100%	Current performance places us in upper quartile nationally. Target is to maintain current performance.
	<b>New</b>		<b>85.5%</b>	<b>85.5%</b>	<b>85.5%</b>	<b>85.5%</b>	
37. Adults that purchase their service using a direct payment	Existing	36.5%	38.3%	40.4%	42.6%	44.7%	Baseline adjusted in line with 2020/21 result. This places us in line with national and regional averages. Target is to maintain performance.
	<b>New</b>	<b>27.4%</b>	<b>27.4%</b>	<b>27.4%</b>	<b>27.4%</b>	<b>27.4%</b>	
38. Users of adult services and their carers that are reviewed and/or assessed in the last 12 months	Existing	38.5%	75.8%	79.6%	83.6%	87.8%	Baseline adjusted in line with end of March 2021 performance. Current performance is in line with regional average and above national average. Target is to increase at the same trajectory as previous targets.
	<b>New</b>	<b>70.1%</b>	<b>73.2%</b>	<b>77%</b>	<b>81%</b>	<b>85.2%</b>	

Key Performance Indicator		Baseline	2021/22 Target	2022/23 Target	2023/24 Target	2024/25 Target	Reason for Change
40. Adults in contact with secondary mental health services living independently with or without support	Existing	70%	73.5%	77%	81%	85%	Baseline adjusted in line with end of March 2021 performance. Current performance places us in upper quartile nationally for this measure. Target is to maintain current performance.
	<b>New</b>	<b>71%</b>	<b>71%</b>	<b>71%</b>	<b>71%</b>	<b>71%</b>	
41. Killed and seriously injured casualties per billion vehicle miles.	Existing	120	115	111	106	102	Changes to data reporting system CRASH means new adjusted baselines from the Department of Transport. Targets have therefore been adjusted.
	<b>New</b>	<b>112</b>	<b>107</b>	<b>103</b>	<b>99</b>	<b>95</b>	
44. People affected by domestic violence and abuse who feel safe upon leaving the service	Existing	tbc	Tbc	Tbc	Tbc	Tbc	Targets agreed for all 4 years
	<b>New</b>		<b>80%</b>	<b>85%</b>	<b>90%</b>	<b>95%</b>	
49. Square metres of operational property (e.g. offices, libraries, fire stations etc) that are in use	Existing	285,000	370,750	257,000	245,000	233,000	The revised scope more accurately measures our ambition to rationalise the estate by reducing the use of premises by our front-line operational services. Previous scope related to when an asset is sold, demolished or a lease handed back. The major cost of property to the council primarily sits with our operational estate rather than the non-operational estate which is property generally let out for income generation or held for long term development potential. It excluded schools because by their nature it is a good thing to increase the size and capacity of our schools rather than a requirement to rationalise.
	<b>New</b>	<b>179,000</b>	<b>170,000</b>	<b>162,000</b>	<b>154,000</b>	<b>147,000</b>	

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## Forward Plan of Key Decisions

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

<b>Decision</b>	A summary of the proposal.
<b>Decision By</b>	Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public.
<b>Date added</b>	The date the proposed decision was added to the Forward Plan.
<b>Month</b>	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.
<b>Consultation/ Representations</b>	How views and representations about the proposal will be considered or the proposal scrutinised, including dates of Scrutiny Committee meetings.
<b>Background Documents</b>	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.
<b>Author</b>	The contact details of the decision report author
<b>Contact</b>	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](mailto:katherine.delamora@westsussex.gov.uk).

**Published: 1 September 2021**

## Forward Plan Summary

### Summary of all forthcoming executive decisions in Cabinet Member portfolio order

<b>Decision Maker</b>	<b>Subject Matter</b>	<b>Date</b>
Cabinet Member for Adults Services	Health and Social Care Seasonal Pressures 2021-2022	September 2021
Executive Director Adults and Health	Winter Commissioning 2021-2022 Award of Contract(s)	October 2021
Cabinet	Residential based in-house services, Marjorie Cobby House, Selsey	November 2021
Cabinet	Shaw Healthcare Day Services Review	November 2021
Executive Director Adults and Health	Highwood Mill Extra Care Scheme Award of Contract	January 2022
Cabinet Member for Public Health and Wellbeing	Endorsement of Future arrangements for the West Sussex Wellbeing Programme	September 2021
Cabinet Member for Public Health and Wellbeing	Contract arrangements for Community Advice & Support	November 2021
Director of Finance and Support Services	Award of Contract(s) Information Technology Services	September 2021

## Adults Services

### Cabinet Member for Adults Services

<b>Health and Social Care Seasonal Pressures 2021-2022</b>	
<p>The Council is developing plans to respond to seasonal pressures for the period between October 2021 and March 2022 in consultation and partnership with our NHS partners. The seasonal pressure plan will potentially include the commissioning of both Care and Support at Home and residential based service provision as well as other services that support hospital discharge or enable people to remain independent at home.</p> <p>The health and social care system face increased pressures during this period, particularly in the winter months that place increased demands on services. This year this is likely to be exacerbated by continued pressures as a result of the Covid-19 pandemic. Seasonal pressure plans are designed to ensure discharges from hospital, avoid admission to hospital or increase the flow across health and social care and access to services during pressured periods.</p> <p>The Cabinet Member for Adults and Health will be asked to approve the plan for seasonal pressures, approve the procurement of additional care provision, and delegate the authority for award of contracts to the Executive Director of Adults and Health.</p>	
<b>Decision by</b>	Cllr A Jupp - Cabinet Member for Adults Services
<b>Date added</b>	30 July 2021
<b>Month</b>	September 2021
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Juliette Garrett Tel: 033 022 23748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

**Executive Director Adults and Health**

**Winter Commissioning 2021-2022 Award of Contract(s)**

The Council is developing plans to respond to seasonal pressures for the period between October 2021 and March 2022 in consultation and partnership with our NHS partners. The seasonal pressure plan will potentially include the commissioning of both Care and Support at Home and residential based service provision as well as other services that support hospital discharge or enable people to remain independent at home.

The health and social care system face increased pressures during this period, particularly in the winter months that place increased demands on services. This year this is likely to be exacerbated by continued pressures as a result of the Covid-19 pandemic. Seasonal pressure plans are designed to ensure discharges from hospital, avoid admission to hospital or increase the flow across health and social care and access to services during pressured periods.

Following the decision made by the Cabinet Member for Adult Services on the agreement of the Health and Social Care Seasonal Pressures Plan 2021/22 and commencement of procurement, the Executive Director, Adults and Health will be asked to approve the award of contract(s).

<b>Decision by</b>	Keith Hinkley - Executive Director Adults and Health
<b>Date added</b>	30 July 2021
<b>Month</b>	October 2021
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Juliette Garrett Tel: 033 022 23748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

**Cabinet****Residential based in-house services, Marjorie Cobby House, Selsey**

In 2018 the 'Choices for the Future' transformation programme for inhouse services was approved by the Cabinet Member for Adults and Health. Within the programme there was a commitment to review the in-house residential services.

Marjorie Cobby House in Selsey is an in house residential resource centre, providing Discharge to Assess with Reablement beds and interim beds primarily for people coming out of hospital and in particular St Richards hospital in Chichester.

The demand for residential Discharge to Assess beds has been and is likely to further be impacted by the increase of capacity to support people on a 'Home First' pathway, the commissioning of alternative models of care during the pandemic and the increase in provision of the Community Reablement Service. Supporting people in their own home and maximising opportunities for independence remains the priority as outlined in the Adult Social Care vision and strategy.

Proposed Savings were presented to the Health and Adults Social Care Scrutiny Committee on the 13<sup>th</sup> January 2021 and then at Cabinet on the 22<sup>nd</sup> January 2021, which included £640k in savings related to in house services and identifying in particular Marjorie Cobby House. At the scrutiny committee it was identified that this will involve a consultation and an Equalities Impact Assessment which will be presented back to Cabinet once completed. Following this, Cabinet will be asked to take a decision on the future of Marjorie Cobby and the provision of residential based in-house services at this setting.

<b>Decision by</b>	Cllr Crow, Cllr N Jupp, Cllr Lanzer, Cllr Hunt, Cllr J Dennis, Cllr Waight, Cllr Marshall, Cllr Urquhart, Cllr Russell, Cllr A Jupp - Cabinet
<b>Date added</b>	1 March 2021
<b>Month</b>	November 2021
<b>Consultation/ Representations</b>	Health and Adult Social Care Scrutiny Committee on 13 January 2021  Full consultation to undertaken prior to decision  Representations concerning this proposed decision can be made via the officer contact by the beginning of the month in which the decision is due to be taken
<b>Background Documents</b> (via website)	None
<b>Author</b>	Juliette Garrett Tel: 033 022 23748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

**Cabinet****Shaw Healthcare Day Services Review**

Shaw Healthcare Ltd hold a contract with West Sussex County Council to provide 12 Residential Care and Nursing Homes across West Sussex. Six of these services also have a Day Service offer. In May 2018, a Cabinet decision ([Report Ref: AH2 2018/19](#)) was taken which confirmed a three phased approach to making investment in the Shaw Healthcare Ltd contract, the third phase being the review of day services. In November 2020, as part of the Council's savings plans, the intention was confirmed to extend the review to assess whether all of the day services are required, whether they provide best use of public money and if not, what should change in order to deliver better outcomes for people. ([Report Ref: CAB 11 20/21](#))

As part of the review of this provision, the County Council will now undertake a 6-week public consultation on the future of the services, with consideration of the outcomes of the review to date and the identification of savings. The process of consultation will be completed by the end of July 2021. The outcomes of the review, responses from the consultation and considerations of the Equalities Impact Assessment will then be presented to Cabinet to inform the decision on the future of the day service offer within the Shaw Healthcare Ltd services.

<b>Decision by</b>	CLlr Crow, CLlr Hunt, CLlr J Dennis, CLlr Waight, CLlr Russell, CLlr Marshall, CLlr A Jupp, CLlr Urquhart, CLlr Lanzer, CLlr N Jupp - Cabinet
<b>Date added</b>	10 June 2021
<b>Month</b>	November 2021
<b>Consultation/ Representations</b>	Pre-engagement of customers and carers of services potentially affected. Full consultation to be undertaken prior to decision Health and Adult Social Care Scrutiny Committee to consider the outcome of the consultation.  Representations concerning this proposed decision can be made via the officer contact by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Juliette Garrett Tel: 033 022 23748
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

**Executive Director Adults and Health****Highwood Mill Extra Care Scheme Award of Contract**

Highwood Mill is an Extra Care Housing Scheme in Horsham which opened in 2016. This is currently the largest extra care scheme in West Sussex that Adult Social Care can nominate to. It has a mix tenure of 70 affordable rented properties as well as 35 privately owned apartments, of which Adult Social Care on behalf of Horsham District Council has nomination rights to 50 units. The care and support within the extra care scheme was originally procured by the landlord, Saxon Weald Housing Association, and the current contract is due to end January 2022.

Following the Procurement of the Care Contract within Highwood Mill Extra Care Scheme, within the council's current Dynamic Purchasing System (DPS) Framework, the Executive Director Adults and Health will be asked to award the contract to the successful bidder.

<b>Decision by</b>	Keith Hinkley - Executive Director Adults and Health
<b>Date added</b>	26 March 2021
<b>Month</b>	January 2022
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Carrie Anderson Tel: 0330 022 22996
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

## Public Health and Wellbeing

### Cabinet Member for Public Health and Wellbeing

<b>Endorsement of Future arrangements for the West Sussex Wellbeing Programme</b>	
<p>In October 2018, the Cabinet Member for Adults and Health in accordance with Key Decision Report Ref: <a href="#">AH9 (18/19)</a> agreed the endorsement of future arrangements for the West Sussex Wellbeing programme in order to establish the current agreement from 1st April 2019.</p> <p>The West Sussex Wellbeing Programme is a partnership between West Sussex County Council and the seven district and borough councils to improve the health and wellbeing of the population and reduce health inequalities. The provision of a Wellbeing service delivers a prevention programme focusing on modifiable lifestyle risk factors and the wider role that District and Borough councils play in shaping the wider determinants of health, including housing, planning, leisure and green space, environmental health and economic development. The programme is in the final year of its current three year agreement.</p> <p>The Cabinet Member for Public Health and Wellbeing is asked to endorse the new agreements for West Sussex Wellbeing, the adult health and prevention partnership programme between West Sussex County Council and the seven District and Borough Councils. The new agreements will be effective from 1st April 2022.</p>	
<b>Decision by</b>	Cllr Lanzer - Cabinet Member for Public Health and Wellbeing
<b>Date added</b>	22 July 2021
<b>Month</b>	September 2021
<b>Consultation/ Representations</b>	<p>Internal Consultation: Councillor Amanda Jupp, Cabinet Member for Adults Services</p> <p>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.</p>
<b>Background Documents</b> (via website)	West Sussex Wellbeing Site
<b>Author</b>	Tamsin Cornwall Tel: 033 022 28709
<b>Contact</b>	Erica Keegan Tel: 033 0226050



**Cabinet Member for Public Health and Wellbeing****Contract arrangements for Community Advice & Support**

The Cabinet Member for Public Health and Wellbeing is asked to agree to the commencement of a procurement process starting in November 2021 to secure a contract relating to the provision of Community Advice & Support services in West Sussex from April 2022.

The County Council will procure a new service in partnership with, and at the request of, District & Borough partner-funders. Funding will be provided by all partners as per the contract specification with invoicing arrangements made with each individual local office.

The proposal is for the contract to run for a period of up to seven years (3+3+1 years). The total value of these contracts is approximately £1.1 million per annum.

The Cabinet Member for Public Health and Wellbeing is asked to agree to the commencement of a procurement process starting in November 2021 to secure a contract relating to the provision of Community Advice & Support services from April 2022 for a period of 3+3+1 years and to delegate the awarding of the contract and decisions about future extension of these contracts to the Executive Director Adults and Health.

<b>Decision by</b>	Cllr Lanzer - Cabinet Member for Public Health and Wellbeing
<b>Date added</b>	19 August 2021
<b>Month</b>	November 2021
<b>Consultation/ Representations</b>	<p>Consultation with District and Borough Councils.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Public Health and Wellbeing, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Seth Gottesman Tel: 033 022 28706
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

## Support Services and Economic Development

### Director of Finance and Support Services

<b>Award of Contract(s) Information Technology Services</b>	
<p>In December 2020 the Cabinet Member for Economy &amp; Corporate Resources approved a proposal via decision ECR04_20-21, to insource and recommission, through new contracts, the services currently provided by Capita through the Information Technology outsource contract.</p> <p>The Cabinet Member delegated authority to the Director of Finance and Support Services to progress the programme and commence procurement of the Service Desk and End User Compute Services, Networks, Telephony, Cloud Hosting and Infrastructure and Application Management Services. In accordance with the decision a procurement exercise is being undertaken.</p> <p>The Director of Finance and Support Services will be asked to award the contract(s) to the successful bidder(s) from June 2021 with initial service transitions to commence in July 2021 and further decisions on the remaining services to follow.</p>	
<b>Decision by</b>	Katharine Eberhart - Director of Finance and Support Services
<b>Date added</b>	14 April 2021
<b>Month</b>	September 2021
<b>Consultation/ Representations</b>	External Consultants SOCITM; Director Law and Assurance  Representation can be made via the officer contact in the month prior to that in which the decision is to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Stewart Laird Tel: 033022 25310
<b>Contact</b>	Suzannah Hill Tel: 0330 222 2551

## Health and Adult Social Care Scrutiny Committee Work Programme 2021/22

Topic (including focus for scrutiny & focus)	Priorities		
	Corporate or Service Priority	Performance, Outcome or Budget	Timing
<b>Committee Meetings</b>			
<b>Quarterly Performance Monitoring</b> <ul style="list-style-type: none"> <li>Delivery of Key Performance Indicators (KPI) set out in our Council Plan, which are relevant to the committee.</li> </ul>	Service	Performance	Sep 21
<b>Recovery Planning</b> (to include winter planning)	NHS	Outcome	Sep 21
<b>Adults Strategy</b>	Service	Performance	Nov 21
<b>Stroke Services</b> <ul style="list-style-type: none"> <li>To review the pre-engagement phase and consider plans for full consultation</li> </ul>	NHS	Outcome	Nov 21
<b>Adult Social Care Quality Assurance</b>	Service	Performance	Nov 21
<b>Quarterly Performance Monitoring</b> Delivery of Key Performance Indicators (KPI) set out in our Council Plan, which are relevant to the committee.	Service	Performance	Nov 21
<b>Working Age Adult Social Care Financial Assessments</b> <ul style="list-style-type: none"> <li>To consider the outcome of discussions between West Sussex County Council and Healthwatch West Sussex regarding their concerns paper regarding financial assessments for working age adults in receipt of Adult Social Care.</li> </ul>	Service	Outcome	Jan 22
<b>Adult Social Care Quality Assurance</b>	Service	Performance	Jun 22
<b>Self-Harm</b> <ul style="list-style-type: none"> <li>Timing and focus for scrutiny to be determined by the BPG further to consideration of discussions at previous HASC meetings</li> </ul>	Service	Outcome	TBC

<p><b>Provision of services for older people with mental health problems in the west of the county</b></p> <ul style="list-style-type: none"> <li>Consider the mitigations for this particular part of the proposals further, before Orchard Ward is relocated in October 2021 <b>(likely to be written briefing in first instance rather than agenda item)</b></li> </ul>	NHS	NHS	TBC
<p><b>Shaw Healthcare Contract</b></p> <ul style="list-style-type: none"> <li>To review performance against planned outcomes for the main contract for the provision of residential care and consider the impact of the contract variation one year on.</li> </ul>	Service	Performance	TBC
<b>Informal information sharing sessions</b>			
<ul style="list-style-type: none"> <li><b>The overarching plan of how social care fits into the Integrated Care System</b> (All Member Session)</li> </ul>	Service	-	12 Nov 21
<b>Task and Finish Groups (TFGs)</b>			
<p><b>Adults and Health Strategic Budget Savings 2021/22</b></p> <ul style="list-style-type: none"> <li>To consider the proposed Adults and Health strategic savings 2021/22 prior to a final decision, receiving information about those services which are receiving investment such as technology and reablement services, also considering points made by the Committee on 13 January 2021, in forming its terms of reference. To include decisions published in the Forward Plan regarding residential based in-house services, Marjory Cobby House, Selsey and Shaw Healthcare Day Services Reviews.</li> </ul>	Service	Outcomes	Prior to Nov 2021
<b>Business Planning Group</b>			
<p><b>Work Programme Planning</b></p> <ul style="list-style-type: none"> <li>To consider updates from the services and stakeholders and consider whether any issues should be subject to formal scrutiny by HASC.</li> </ul>	-	-	Sept 21
<p><b>Adults and Health Directorate Plan 2020/21</b></p> <ul style="list-style-type: none"> <li>To consider how elements of the Adults and Health Directorate Plan and the development of possible additional KPIs i.e. the</li> </ul>	Service	Performance	Sept 21

importance of value for money, mid-life health and obesity, Black, Asian, and Minority Ethnic life expectancy, staff retention should be considered by the formal committee			
<b>Items raised by the committee in the previous council term</b>			
<ul style="list-style-type: none"> <li>• <b>Long Covid</b> – To investigate the impact/treatment of long Covid</li> <li>• The award of block contracts for <b>residential care and support services</b></li> </ul>	-	-	N/A
<b>Integration and Governance</b>			N/A
<b>Dentistry (To monitor – discuss when required)</b>			
<ul style="list-style-type: none"> <li>• To review dental services in West Sussex – BPG to consider focus pending national lobby by Healthwatch England – Healthwatch West Sussex to provide update when available</li> </ul>	NHSE	Outcomes	N/A
<b>Low Vision Services (To monitor – discuss when required)</b>			
<ul style="list-style-type: none"> <li>• To consider the outcome of the consultation and confirm whether the item should be subject to further formal scrutiny by HASC, following a Joint Strategic Needs Assessment of services</li> </ul>	-	Outcome	N/A
<b>Committee Suggestions</b>			
A review of Care Point capacity			
The interface between the Local Transport Plan, which was subject to public consultation and public health outcomes with a focus on eliminating carbon			

**Appendix A - Checklist**

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## **Scrutiny Business Planning Checklist**

### **Priorities - Is the topic**

- a corporate or service priority? In what way?
- an area where performance, outcomes or budget are a concern? How?
- one that matters to residents? Why?

### **What is being scrutinised and Why?**

- What should the scrutiny focus be?
- Where can the committee add value?
- What is the desired outcome from scrutiny?

### **When and how to scrutinise?**

- When can the committee have most influence?
- What is the best approach - committee, TFG, one-off small group?
- What research, visits or other activities are needed?
- Would scrutiny benefit from external witnesses or evidence?

### **Is the work programme focused and achievable?**

- Have priorities changed – should any work be stopped or put back?
- Can there be fewer items for more in-depth consideration?
- Has sufficient capacity been retained for future work?

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