

# Public Document Pack

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21 October 2021

## Performance and Finance Scrutiny Committee

A meeting of the Committee will be held at **11.00 am** on **Monday, 1 November 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**

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## Agenda

- 11.00 am      1.      **Declarations of Interest**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
2.      **Minutes of the last meeting of the Committee** (Pages 5 - 8)
- The Committee is asked to agree the minutes of the meeting held on 13 September 2021 (cream paper).
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.
- 11.05 am      4.      **Medium Term Financial Strategy 2022/23 Report** (Pages 9 - 28)
- A report by the Director of Finance and Support Services, which

outlines the financial position of the Council and issues to be considered in order to set a balanced budget for 2022/23.

The Committee is asked to consider and comment on the report, and make any recommendations to the relevant Cabinet Member.

11.50 am      5.      **People Framework** (Pages 29 - 46)

A report from the Interim Director of HR and Organisational Development, outlining the progress and actions in developing/implementing the People Framework to achieve the outcomes agreed in the Our Council Plan.

The Committee is asked to consider and comment on the report and make any relevant recommendations to the Cabinet Member for Support Services and Economic Development.

12.20 pm      6.      **Asset Strategy and Policy** (Verbal Report)

A verbal briefing to be provided by the Director of Property and Assets, outlining any developments/changes since the Asset Strategy was agreed and any amendments required due to changing work practices.

The Committee is asked to consider the update provided and make any recommendations to the Cabinet Member for Finance and Property. Key areas for scrutiny include:

- whether the Asset Strategy continues to meet the changing needs and work practices of the workplace post Covid-19 and the implications for property as a result of the Early Help re-design,
- whether the strategy addresses the increased flexibility and working from home arrangements in terms of whether the same number of buildings are required, whether buildings need to be configured differently, whether the best use is being made of our assets and whether any spare capacity can be utilised differently.

12.50 pm      7.      **Requests for Call-in**

There have been no requests for call-in to the scrutiny committee within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

8.      **Work Programme Planning and possible items for future scrutiny** (Pages 47 - 56)

The Committee is asked to review its work programme which reflects the outcome of discussions at the Committee's Business Planning Group meeting on 27 September 2021.

The Committee is asked to review the extract of the Forward

Plan of Key Decisions (Appendix A) and mention any items believed to be of relevance to the business of the scrutiny committee. An update of any relevant changes to the Forward Plan will be tabled ahead of the meeting.

If any member puts forward such an item, the Committee's role at this meeting is to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

9. **Date of Next Meeting**

The next meeting of the Committee will be held at 2.00pm on Thursday, 2 December 2021 at County Hall, Chichester.

Probable agenda items include:

- Budget Update 2022/23
- Quarter 2 Performance and Resources Report
- Growth Deals Programme

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 22 November 2021.

**To all members of the Performance and Finance Scrutiny Committee**

**Webcasting**

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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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## **Performance and Finance Scrutiny Committee**

13 September 2021 – At a meeting of the Performance and Finance Scrutiny Committee held at 11.00 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Montyn (Chairman)

Cllr Burrett	Cllr B Cooper	Cllr Nagel
Cllr Boram	Cllr Elkins	Cllr Payne
Cllr Britton	Cllr Hillier	Cllr Sparkes
Cllr Condie	Cllr Lord	Cllr Bence

Apologies were received from Cllr Evans, Cllr Turley, Cllr Wall and Cllr Baxter.

Also in attendance: Cllr Hunt, Cllr Marshall and Cllr Waight.

### **Part I**

#### **11. Declarations of Interest**

11.1 In relation to the Performance and Resources Report:

- Cllr Hillier declared a personal interest [economy] as the Cabinet Member for Economic Growth at Mid Sussex District Council.
- Cllr Boram declared a personal interest as the Executive Member for Health and Wellbeing at Adur District Council.
- Cllr B Cooper declared a personal interest [public health savings] as a public health consultant.

#### **12. Committee membership**

12.1 The Committee notes its membership and welcomes Cllr Payne as a Member of the Committee and Cllr Bence as a substitute Member.

#### **13. Minutes of the last meeting of the Committee**

13.1 Resolved – That the minutes of the meeting held on 5 July 2021 be approved as a correct record and that they be signed by the Chairman.

#### **14. Quarter 1 Performance and Resources Report (PRR) as at the end of June 2021**

14.1 The Committee considered the Quarter 1 Performance and Resources Report (PRR) from the Director of Finance and Support Services summarising the positions of finance, performance, risk, workforce, and capital programme as at the end of June 2021 (copy appended to the signed minutes).

14.2 The Chief Executive introduced the report, supported by the Leader, Cabinet Member for Finance and Property, the Cabinet Member for Economy and Support Services, the Director of Finance and Support Services, and the Interim Director of HR and Organisational Development. They highlighted the financial position of the Council, the Government's

comprehensive spending review which is expected to provide a three year funding deal from April 2022, and the effects of inflation for building materials on the Capital Programme. Uncertainty of cost remains in a number of services as a result of the effects of Covid and Brexit; any deficit from Council Tax and Business Rate receipts will be smoothed by the budget fund reserve and estimates will be refreshed in the Medium-Term Financial Strategy 2022/23 report.

14.3 The Committee made comments in relation to the PRR including those that follow. It:

- Welcomed the new format PRR which is readable and navigable. Suggested some improvements to the report to aid understanding as noted below. The Cabinet Members present and Chief Executive undertook to consider the suggested improvements:
  - a. The Performance Summary [Graph 1] is hard to interpret and relate against measures in the portfolios, adding a commentary would help or an improved table with a column to say which corporate priority it represents.
  - b. The black arrows on the Our Council Performance Measures table don't show the direction of performance as clearly as the previous version.
  - c. That progress with the council's climate change objectives be drawn out more clearly throughout the report, including actions taken to save carbon and encourage sustainability.
  - d. Requested that comparator/contextual information in relation to the workforce statistics is included so the Committee can gauge staff performance.
  - e. That the impacts on red-rated capital programme projects and their financing be made clearer.
  - f. On the RIDDOR reporting in the workforce report to add a column giving the previous year's total reported incidents to aid comparison.
- Suggested a briefing be provided with further information on how the delayed funding settlement for Adult Social Care will impact on the Council's finances. The Leader will ensure a full briefing is provided to all Members.
- Raised particular concerns around the issues highlighted in the 'Keeping people safe from vulnerable situations' corporate priority and requested that the relevant scrutiny committees review the specific performance issues in that area.
- Asked the Committee's Business Planning Group (BPG) to consider scrutiny of how effectively planned savings are delivered and how future change is managed and monitored within the council.
- Noted the excellent performance on KPI 52 [partnership working] and KPI 16 [social value]. Welcomed including a new KPI 45 on Member training and development needs.
- Regarding KPI 15 [enterprises supported to start, revive, innovate and grow] requested information on the level or quality of support that has been provided and counts towards this measure.
- Commented that a satisfaction survey for residents of West Sussex should be considered.
- In relation to the red-rated capital programme projects, queried whether an impact assessment of delayed costs has been undertaken and what impact is expected on the programme.

- Commented on the corporate risk in relation to the workforce, whether staff will work more flexibly in future, and how stress as a risk of the proposals will be managed. Noted the increase to total employee headcount from in-sourcing of services and increased agency usage to ensure services are provided during the pandemic.
- In relation to the risk register, suggested the risk posed by change in the UK workforce impacting on the council's services be considered.
- Raised strong objection to new KPIs 31 and 32 [Healthy life expectancy for men and for women] commenting that there should not be a different target for healthy life expectancy dependent upon the sex of residents, and that one KPI for all residents would be more appropriate.

#### 14.4 Resolved:

- 1) That the Committee welcomes the new format PRR and suggests improvements (as noted above) for Cabinet Members and officers to take on board regarding the presentation, especially in relation to the clarity and commentary for the performance summary and capital programme;
- 2) That the Committee highlights concerns around the 'keeping people safe from vulnerable situations' priority in the Our Council Plan;
- 3) That the Committee's Business Planning Group gives consideration to whether future scrutiny is required on how savings targets and change programmes are delivered;
- 4) That the Committee raises whether a corporate risk should be added to the register regarding how staff will work in the future and how stress as a risk of the proposals will be managed; and
- 5) That the Committee raises the need to include comparators or context in relation to workforce statistics rather than just the bare numbers.

### **15. Update on progress in the Joint Venture Partnership for the County Council in Property Development**

15.1 The Committee considered the report from the Director of Property and Assets outlining the progress made in establishing the Joint Venture (JV) Partnership (copy appended to the signed minutes).

15.2 The Cabinet Member for Finance and Property introduced the report supported by the Director of Property and Assets. They highlighted the progress made in setting up the JV for property development and appointing the wholly owned company Edes Estates Limited (the WOC). Planning applications for development should begin towards the end of 2021. They recognised the input of the Technical Project Manager (Place Services), and offered thanks for his excellence and dedication in leading this work over the last 18 months.

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

- Queried the importance of the lending of additional funding to the JV being at prevailing commercial market rates. It was confirmed that the JV can source funding from any lender, and that if the Council wishes to lend to the JV it must be at competitive market rates for legal reasons.
- Asked who the guarantees are taken out with for any future insolvency of the contractor. It was confirmed that the parent company guarantee is from the Morgan Sindall Group PLC as stipulated in the tender, and development in phases further mitigates risk to the JV.
- Enquired whether external legal advice was taken on the JV. It was confirmed that advice had been sought from Sharpe Pritchard legal services as well as Pinsent Mason and Browne Jacobsen.
- Asked whether there are any tax implications to developing land under the JV arrangements as compared to selling the land for development. It was confirmed that there are tax implications and a tax expert will be engaged to advise the JV.

15.4 Resolved – That the Scrutiny Committee has been involved throughout the establishment of the JV and that it is satisfied with the governance setup and progress made in setting up the JV partnership to date.

## **16. Work Programme Planning and possible items for future scrutiny**

16.1 The Committee considered the forward work programme and the extract of the Forward Plan of Key Decisions (copies appended to the signed minutes).

16.2 Items for the Business Planning Group to consider incorporating into the Committee's work programme were identified, including:

- An item on how savings are delivered, how change is managed, and how savings and change will be monitored in future.
- It was highlighted that the Government's proposed Integrated Care System (ICS) is due to be implemented in 6 months' time; it has potential benefits, however the Council will be a 50% partner to the costs alongside the NHS. Members were encouraged to follow the scrutiny of the ICS which will be considered by the Health and Adult Social Care Scrutiny Committee.

16.3 Resolved – That the Committee's Business Planning Group consider the items as noted in 16.2 for inclusion into the 2021/22 work programme.

## **17. Date of Next Meeting**

17.1 The Committee notes its next meeting will take place on 1 November 2021, commencing at 10.30am.

The meeting ended at 1.25 pm.

Chairman



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## **Performance and Finance Scrutiny Committee**

**1 November 2021**

### **Medium Term Financial Strategy**

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

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#### **Summary**

The attached report is provided by the Director of Finance and Support Services and outlines the current situation in relation to the estimated financial position of the County Council. It reflects the priorities agreed in the Our Council Plan agreed in February 2021.

The report reviews and updates the Medium Term Financial Strategy (MTFS) for the next four years. It considers the primary sources of funding and reviews and updates the assumptions in the strategy. These sources of funding include government grants, business rates, and council tax. The report outlines the uncertainty of future government funding and the potential impact of government initiatives. Key pressures and challenges facing our services are also considered including inflation and service demand pressures.

The budget gap before savings is £71.5m over the next four years, as shown in table 2 of the attached report. This is an increase of £17.6m since the budget was agreed in February 2021. The budget gap for 2022/23 is currently £2.5m.

The forecasts will be updated throughout the autumn as the budget for 2022/23 is set.

#### **Focus for scrutiny**

The Committee is asked to scrutinise the content of the report setting out the Medium Term Financial Strategy of the County Council. Key areas for scrutiny include:

- That the MTFS considers the implications of national changes on the County Council's financial position, including those related to the continuing Covid-19 pandemic, and that these are monitored to ensure the Council's financial position is understood and amended as necessary.
- That the financial position of the Council is clearly set out and any growth and/or savings requirements are identified.
- That the assumptions being made when setting out the MTFS are clear.
- That the objectives of the Council Plan are reflected in the available financial envelope.
- That there is sufficient information in terms of risks and how these will be managed and mitigated.

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

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## Details

The attached report sets out the financial position of the County Council over the next four years. The report shows that there is currently an estimated budget gap of £2.5m for 2022/23.

The report has been written ahead of the Autumn Budget and Spending Review announcement which is expected on 27 October, any significant changes as a result of that will be highlighted at the meeting. It is important for Members to recognise the particularly challenging circumstances for setting the budget this year with a number of uncertainties around funding including the recent social care announcement and the Business Rates and fair funding reviews. It should be noted that core Government funding will not be confirmed until mid-December (Settlement Funding Assessment). The MTFS is therefore based on a number of assumptions, as detailed in the attached report, which will be reviewed as the budget is developed.

The timeline for agreeing the draft budget is set out in Appendix B.

The background and context to this item for scrutiny are set out in the attached Appendix. As it is a report dealing with internal financial matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

### **Tony Kershaw**

Director of Law and Assurance

### **Contact Officer**

Susanne Sanger, Senior Advisor (Democratic Services), 033 022 22550

### **Contact for financial implications**

Katharine Eberhart, Director of Finance and Support Services, 033 022 22087

## Appendices

Annex Medium Term Financial Strategy and Council Plan  
Appendix A Savings 2022/23

Appendix B Budget Timeline for Member Engagement 2021/22

## Background papers

None

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## Report to Performance and Finance Scrutiny Committee

November 2021

### Medium Term Financial Strategy and Council Plan

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

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#### Summary

To provide an update on the Medium Term Financial Strategy to reflect government announcements, the current economic environment and to confirm the existing priority outcomes of Our Council Plan as the basis for future planning.

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#### Proposal

##### 1 Our Council Plan

- 1.1 [Our Council Plan - West Sussex County Council](#), approved by Members in February 2021, established an integrated business and financial planning cycle that is based on a good understanding of the local evidence base, the national and local policy context, a comprehensive understanding of the financial position (revenue and capital) and the service challenges in meeting the needs of residents, businesses and communities. Our Council Plan, underpinned by the cross cutting theme of tackling climate change, sets out four priorities:

- **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.**

- 1.2 In order to ensure that the outcomes and priorities in Our Council Plan - West Sussex County Council remain relevant and appropriate as we move forward into a new planning cycle it is important to keep them under regular review. This review has taken place for the forthcoming cycle and it is recommended that the existing priorities and outcomes remain relevant and appropriate in the new post-Covid context that West Sussex County Council is operating. We will review the KPIs as services refresh what is being delivered during 2021/2022 – and should changes be required we will update Our Council Plan.

##### 2 National and Local Context

- 2.1 In March 2021 the Office for Budget Responsibility (OBR) published its overview of the country's economic and fiscal outlook. The figures show that **GDP** fell 9.9 per cent in 2020, the largest decline in the G7. It is anticipated that the easing of restrictions should permit a rebound in consumption and output through the

## Agenda Item 4

### Annex

year, partially supported by the release of extra savings built up by households during the pandemic.

- 2.2 The OBR still predict unemployment will rise by a further 500,000 to a peak of 6.5 per cent at the end of 2021, but the peak is around 340,000 less than the 7.5 per cent originally forecast in November 2020, thanks partly to the extension of the furlough scheme.
- 2.3 It remains unclear what the longer term implications will be arising from staff shortages in some industries, for example in terms of pay inflation or supply falling behind demand, both of which could directly impact upon social care.
- 2.4 **Price inflation** is also a cause for concern, partly due to the continuing impact on the economy of pandemic and Brexit but also due to the crisis that is emerging in the energy markets. Gas and electricity prices are expected to rise sharply and with August inflation at 3.2%, higher than the government's target of 2%, revised OBR forecasts are eagerly awaited at the end of October. The increase in employer's payroll costs for the new national insurance contributions and minimum wage may also lead to further price increases.
- 2.5 The most recent information provided by the Government concerns the **Building Back Better: Our Plan for Health and Social Care**, which was published on 7th September 2021. This will have far reaching implications for adult social care as well as for local government funding and financial planning. The potential implications on the provision of Adult Social Care services are not clear and further information is expected to be published in a White Paper.
- 2.6 It is hoped that the **Autumn Budget and Spending Review 2021**, announced by the Government for the 27th October 2021, will provide further clarity around local government funding, including the recent social care announcement and an update on the timeframe for implementing the business rates and fair funding review. We are anticipating a multi-year spending review which will provide some certainty for government departments to plan.
- 2.7 Core Funding from Government (**Settlement Funding Assessment**) will not be confirmed until mid-December. The Spending Review on 27th October will provide a steer on local government funding and whether it will be a one year or three year finance settlement.
- 2.8 As with the national picture, the **local economy** is still recovering from the impact of the pandemic and Brexit. Businesses have been hard hit, residents have lost their jobs and livelihoods, and the implications of the aviation industry crisis on Gatwick airport has had a significant impact. As the furlough scheme comes to an end we will better understand the impact on local businesses and residents and future demand for our services. We will continue to liaise with our District and Boroughs to understand how this may impact on council tax and business rates income.
- 2.9 The UK will host the 26<sup>th</sup> UN Climate Change Conference of the Parties (COP26) in Glasgow in November 2021. The climate talks will bring together heads of state, climate experts and campaigners to agree coordinated action to tackle climate change. There is a clear acknowledgement that local government plays a leading role in accelerating the shift towards achieving net zero carbon and that councils are well placed to support Government to meet its net zero carbon ambitions by 2050. It has been confirmed that there will be a dedicated local

government day at COP26. The resources required to support the implementation of our Climate Change Strategy will be considered as the budget develops.

- 2.10 The on-going implications of the **pandemic** will continue to be considered in the build of the budget. Government has made no promises for further funding for the costs arising from the pandemic. In September 2021 the government published the Covid-19 Response – Autumn and Winter Plan 2021. The publication outlines the government’s plan to steer the country through autumn and winter 2021/22.
- 2.11 The Covid-19 pandemic has had far-reaching impacts on society. For the foreseeable future, Government policy will be focused on addressing these impacts and ensuring the recovery of the nation’s economy, and wider society. Central to this will be the **levelling-up agenda**, through which the Government aims to level up opportunity across the country and address regional disparities. In the recently undertaken Cabinet reshuffle, defining and delivering the levelling up agenda was a key focus. Michael Gove was appointed the new Secretary of State (replacing Robert Jenrick) at the former Ministry for Housing, Communities and Local Government. The Secretary of State’s remit is wider than his predecessor, being responsible for driving cross-Whitehall efforts to deliver improvements in every part of the UK, as well as taking responsibility for UK governance (including devolution) and elections. In recognition of the Ministry’s expanded role, it has been renamed the Department for Levelling Up, Housing and Communities.
- 2.12 The Leader and Cabinet continue to **lobby** government through engaging regularly with West Sussex MPs and bodies such as the South East 7 and County Council Network (CCN), to seek their support in raising matters of concern with Government. The Chief Executive and senior officers continue to use professional channels at official level to influence policy development.

### **3 Medium Term Financial Strategy (MTFS)**

- 3.1 The Medium Term Financial Strategy (MTFS) underpins the development of the budget proposals submitted to the Full Council for approval in February each year. The MTFS looks at the financial outlook for the next four years, with a particular focus upon the next financial year, recognising that the level of uncertainty about funding and expenditure issues increases with time. This section of the report sets out the current position, including details of the budget gap ahead of 2022/23 and the factors that are impacting further financial planning, whether local or national, ahead of proposing a balanced budget in February 2022.
- 3.2 The MTFS is developed upon a foundation of **broad budget principles** which are used to set the priorities from a financially prudent perspective:
- The budget will support the priorities of the Our Council plan and reflect the need for comprehensive service improvement and redesign over the medium term.
  - The council’s financial planning for revenue and capital will cover a period of at least four years.
  - The budget will be sustainable in future years.
  - There will not be an on-going reliance on reserves.

## Agenda Item 4

### Annex

- Any use of reserves to balance the budget will be repaid.
- Estimates will be used for pay and price inflation.
- Demographic pressure will be reflected in the budget.
- Any future loss of specific government grant will result in the stopping of expenditure on outcomes previously financed by the grant.
- The budget process will seek to ensure the council is providing value for money, increased productivity and is clear about return on investment.

3.3 Throughout the last few months, the key assumptions underpinning the 2022/23 MTFS have been kept under review. Table 1 below outlines the basis of the key funding streams and also the inflationary assumptions for pay and price increases:

**Table 1 – key assumptions underpinning the review of the MTFS**

<b>Key Assumption</b>	<b>Financial Implications</b>
Government funding will be the same as in 2021/22	That there will not be additional unfunded financial burdens placed upon local government.
Fairer Funding – Settlement Funding Assessment	Changes resulting from the implementation of changes to the distribution methodology move from 2022/23 to 2023/24.
Covid-19	Assumes existing grant funding will provide the necessary cost resilience.
Council Tax	That the current cap on increases in council tax (1.99%) will be maintained across the years of the MTFS.
Collection Fund	Any future deficits will be funded through the Budget Management Reserve.
Tax base	That the number of households will grow by 0.5% in 2022/23 and by 1% for 2023/24 onwards
Business Rates	No growth applied - inflationary increase based upon September 2021 inflation indexes.
Social Care Funding Grant	That this will be maintained at the 2021/22 level £18.2 million.
Financial Implications of <b>Our Plan for Health and Social Care</b>	It is assumed that further costs associated with implementing the process changes and financing additional costs will be met by government funding.

	The employers NI contributions increase of 1.25% will be matched by government funding.
Pay and Price Inflation	<p>Pay will increase by approximately 2% across the years of the MTFS.</p> <p>Employers pension contributions will be reduced by a further 1% in 2022/23.</p> <p>Goods and services, subject to affordability, will increase in line with September inflation indexes. Currently August figures are applied for 2022/23 - 4.8% RPI/3.2% CPI. For 2023/24 onwards, the latest OBR forecasts have been applied.</p>

- 3.4 The MTFS has been refreshed to reflect the assumptions outlined above but also to reflect updated information in relation to anticipated levels of growth, for example increased demand arising from demographic or other changes, income sources, such as service fees and charges, and savings as published at February County Council.
- 3.5 All authorities are required by statute to set a balanced budget each financial year, consequently any budget gap between the available funding and the proposed level of expenditure needs to be bridged.
- 3.6 The budget gap for the years of the 2022/23 MTFS is set out in Table 2 below. This shows a total gap before savings of £71.5 million, which is an increase of £17.6 million when compared to the total gap of £53.9 million presented to the County Council in February. The increase reflects changes to assumptions for funding streams and service pressures, plus the inclusion of the 2025/26 financial year:

**Table 2 – Budget Gap for the years of the 2022/23 MTFS**

	<b>22/23 £m</b>	<b>23/24 £m</b>	<b>24/25 £m</b>	<b>25/26 £m</b>
Council tax	522.2	537.9	554.0	570.7
Settlement Funding Assessment	87.2	69.3	71.2	73.1
Social Care funding	18.2	18.2	18.2	18.2
New Homes Bonus	0.7	0.0	0.0	0.0
<b>Funding</b>	<b>628.3</b>	<b>625.4</b>	<b>643.4</b>	<b>662.0</b>
<b>Opening expenditure</b>	<b>602.6</b>	<b>628.3</b>	<b>625.4</b>	<b>643.4</b>
Inflation	17.5	10.7	12.9	12.9
Corporate adjustments	0.4	4.0	2.9	2.9
<b>Revised expenditure</b>	<b>620.5</b>	<b>643.0</b>	<b>641.2</b>	<b>659.2</b>
<b>Budget surplus-/ +gap</b>	<b>-7.8</b>	<b>17.6</b>	<b>-2.2</b>	<b>-2.8</b>
Additional pressures	20.8	14.6	15.1	16.1
<b>Budget surplus-/ +gap including pressures</b>	<b>13.0</b>	<b>32.2</b>	<b>13.0</b>	<b>13.3</b>
Estimate of savings being offered (see appendix A)	-10.5	-2.9	-3.2	0.0
<b>Budget surplus-/ +gap net of savings</b>	<b>2.5</b>	<b>29.3</b>	<b>9.7</b>	<b>13.3</b>

<b>Total MTFS budget gap:</b>	<b>£m</b>
<b>Before savings</b>	<b>71.5</b>
<b>Net of savings</b>	<b>54.8</b>

*Note: numbers have been rounded within Table 2*

- 3.7 For 2022/23, table 2 highlights that changes to funding streams and allowances for inflation and corporate items such as financing of the capital programme, give rise to a budget surplus of £7.8 million. However, additional service pressures of £20.8 million offset in part by £10.5 million of savings, result in an unbalanced budget and a budget gap of £2.5 million at this point in time.
- 3.8 The 2022/23 budget gap previously reported at February County Council showed a budget gap of £35.8 million. The movement to the current position is as follows:



**Table 3 – movement in budget gap:**

	<b>£m</b>
2022/23 Budget gap as at February County Council	<b>35.8</b>
Council tax base revised from 1.0% to 0.5%	2.6
Fair Funding and Business Rate Review delayed to 2023/24	-18.2
Anticipated s31 grant from indexation	-5.4
Changes to specific government grants	-1.5
Collection fund deferred deficit updated for actual and funded from reserve	-6.7
Pay and price inflation – updated to reflect current levels	8.5
Removal of annual contribution to reserves	-8.0
Corporate and demand changes	5.9
<b>Budget gap before savings</b>	<b>13.0</b>
Previously highlighted savings (table 2)	-10.5
<b>Current Budget gap</b>	<b>2.5</b>

3.9 The assumptions in support of this position carry a significant level of uncertainty, particularly in the following areas:

- Core Funding from Government (Settlement Funding Assessment) will not be confirmed until mid-December. The Spending Review on 27th October will provide a steer on local government funding and whether it will be a one year or three year finance settlement.
- Confirmation of the council tax referendum limits for 2022/23 - an increase of 1.99% has been assumed, which will generate an additional £10.2 million in council tax income (£5.1 million for every 1% increase or reduction).
- Anticipated income from changes to the council tax base and business rates will not be finalised by districts and boroughs until late in January. A prudent approach has been taken for both with 0.5% increase applied for the council tax base (£0.5 million for 0.1% increase or decrease). Business rates have been increased for inflation only, no growth has been assumed.
- Collection Fund balances- at the time of the budget build for 2021/22 there was an anticipated deficit on the collection fund of £20.0 million. In line with government guidance the repayment of this deficit was spread over three years costing £6.7 million a year. The final deficit figures submitted by the districts and boroughs resulted in a deficit of £5.4 million or £1.8 million a year. The excess provision for the deficit in the 2021/22 budget will be set aside to pay for payment of the following two years deficit payment.
- The impact on council tax income due to numbers in receipt of council tax reduction relief remains uncertain and further shortfalls relating to 2021/22 will not be known until after year end. Likewise, the final impact on business rate income will not be known for a number of years as the business rates appeals process allows retrospective claims. We will continue to liaise with our District and Boroughs to understand how this may impact on council tax and business rates income.
- Pay inflation - there has yet to be confirmation of the pay award for 2021/22 and although 2% has been assumed for 2022/23 this may not be sufficient.

## Agenda Item 4

### Annex

We also await any announcements in the Spending Review on public sector pay restraints.

- Price inflation will be subject to the September inflation release and OBR forecast at the end of October as well as affordability.

- 3.10 Whilst a prudent approach is taken when applying assumptions to the MTFS, the 2022/23 gap at £2.5 million, is conceivably on the optimistic side. With the key funding sources subject to confirmation over the coming months, the position will change. For example, a 25% reduction in the grant funding available for social care, could add a further £4.5 million to the gap. Additionally, with inflation currently running higher than the government's 2% target, this could further exacerbate the gap through increased payroll and contract costs i.e. a 1% additional pay award would add a further £2.3 million to the shortfall and a 1% increase in inflation will add about £3m.
- 3.11 Whilst we await further details on the 2021 Comprehensive Spending Review and also further announcements on the Building Back Better: Our Plan for Health and Social Care, the funding and demand assumptions along with options to balance the 2022/23 budget, will be kept under continuous review.

## 4 Revenue Growth Pressures

- 4.1 The current budget position, as outlined in the previous section, includes provision for service pressures totalling £20.8 million:

**Table 4: Service pressures**

	<b>£m</b>
Adults' services	2.5
Children & Young People	8.2
Community Support, Fire & Rescue	1.9
Learning & Skills	4.3
Highways & Transport	2.6
All other services	1.3
<b>Total</b>	<b>20.8</b>

- 4.2 In particular Children's Services and Adult Social Care are experiencing challenges that are being felt nationwide and contribute to the broader context of the risks being managed within the MTFS. Further detail is provided below to demonstrate the local context of these challenges.
- 4.3 **Children's Services** - At the heart of the improvement journey within Children's Services is the development and implementation of a Family Safeguarding model of social work practice and the second phase of the Fostering Service development. Both are intended to significantly improve the effectiveness and quality of services to vulnerable children and families, whilst also deliver financial savings from 2023/24.
- 4.4 The Family Safeguarding model is designed to improve the main statutory children's social work services for vulnerable children, support the cultural shift within Children's Services to provide effective services that also manages demand, and therefore improves outcomes and controls cost. Funding for the

introduction of the model will come from a combination of existing council funding (currently included within the Children's Services base budget) and a further £4.23m of grant funding from the Department for Education to support the model's wider application. The model will lead to future efficiencies in two key areas:

- Placement cost - a reduction in the number of children and young people that we bring into care. For those that do come into care there will be a reduction in the average number of days they are required to be in care.
- Staffing cost - a reduction in the overall number of children who are the subject of a child protection plan and reduction in the number of children that require allocation to a qualified social worker.

- 4.5 Phase 2 of the Fostering Service review will highlight how the service will increase in-house capacity and reduce reliance on placements with Independent Fostering Agencies (IFA) at higher cost. The project will deliver an enhanced fostering offer and increase sufficiency within the service to recruit, assess and support in-house foster carers and therefore reduce the demand for IFA and external residential placements. The review will also ensure that the County Council pays its foster carers the going rate and have an adequate payments scheme, providing improved advertising and recruitment process and improved fostering support.
- 4.6 **Adult Social Care** - Demographic changes are continuing to have an impact on demand for adult social care in West Sussex for both older people and for those with learning disabilities. During 2021/22 there has been a significant increase in demand for older people services as pandemic restrictions have been lifted and the numbers of people leaving hospital needing support has also risen. The numbers of providers withdrawing from the market has increased and care costs have risen as a consequence of reduced supply. There is uncertainty about whether the current pressures are the short term consequence of the pandemic or a potentially longer term future trend.
- 4.7 The uncertainty around the implications for the adult social care market and the associated need for social work capacity, arising from the Covid-19 pandemic, the announcement of the Government's plan for Adult Social Care (Build Back Better) and difficulties in recruiting care staff, mean that budgetary pressures on Adult Social Care will need to be kept under review.
- 4.8 In previous years, the Improved Better Care Fund (iBCF) has been utilised to respond flexibly to uncertainty from year to year, going forwards there is an opportunity to utilise the iBCF resources in a more strategic way across the duration of the MTFS. The pressures for Adult Social Care reflected within Table 3 above (£2.5 million) reflect one approach, but final decisions will depend upon the outcome of further work to clarify the factors impacting demand and cost of adult social care in 2022/23. This work will inform and be reflected within the Adult Social Care Strategy for West Sussex which is currently under development.
- 4.9 In addition to the pressures in Children's Services and Adult Social Care, there are pressures across other services. Within Learning and Skills portfolio, there is growing demand pressure on the SEND Home to School transport budgets, driven by increasing levels of children with an Education and Health Care Plan (EHCP). Highways and Transport has seen increased demand as a result of the highway network growing over recent years and increasing numbers of defects

being recorded. There is also a requirement for additional firefighters to deliver our responsibility to meet Fire and Rescue risks identified as part of the Community Risk Management Plan (CRMP).

## 5 Capital Programme

5.1 The current approved capital programme covering 2021/22 to 2025/26 is:

"In Flight" programme	£326.3 million
Approved "Pipeline"	£356.8 million
<b>Total</b>	<b>£683.1 million</b>

5.2 The current £683.1 million programme is financed predominantly through borrowing, grants and external funding as detailed in table 5 below:

**Table 5: Capital Programme Financing**

	<b>£m</b>
Core Borrowing	241.5
Economic Development Borrowing	117.5
Government Grant	199.6
External Contributions including S106	82.1
Capital Receipts	16.2
Revenue Contributions to Capital Outlay	26.2
<b>Total</b>	<b>683.1</b>

5.3 Additional capital requirements over the 5 year programme will be considered in the Autumn, with the main areas of focus being schools, highways and climate change. New demand on the programme can be met either from increasing borrowing or through reprioritising existing approved Pipeline projects. Any additional borrowing increases financing costs putting further pressure on the revenue budget. Every £50 million additional borrowing equates to an estimated £2.0 million additional revenue cost per annum.

## 6 Consultation, engagement and advice

6.1 Consultation about specific budget proposals will be undertaken once full appraisal has been completed.

**Table 6: Autumn / Winter Timeline**

<b>Date</b>	<b>Meeting</b>	<b>Activity</b>
19 <sup>th</sup> October	Cabinet	Review MTFS and budget gap/savings
<b>27<sup>th</sup> October</b>		<b>Autumn Budget and Spending Review 2021</b>
3 <sup>rd</sup> November	Member Day	Budget – financial position, challenges, pressures, savings required
November/December	Scrutiny Committees	Pre-decision scrutiny of savings
November/December	Cabinet	Updates to Cabinet as required
<b>Mid December</b>		<b>Provisional Local Government Settlement</b>

11 <sup>th</sup> January	Cabinet Briefing	Review Budget papers for Member Day/Scrutiny Session
25 <sup>th</sup> January	Member Day/Informal Scrutiny session	Budget - Summary/overview
31 <sup>st</sup> January	Performance and Finance Scrutiny Committee	Same papers as Cabinet on 1 Feb, as well as feedback from Member Day/Scrutiny Session on 25 Jan
1 <sup>st</sup> February	Cabinet	Endorsement by Cabinet
18 <sup>th</sup> February	County Council	Approval by Council

## 7 Finance

7.1 The financial implications are included within the body of the report above.

Katharine Eberhart  
**Director of Finance and Support Services**

**Contact Officer:** Alistair Rush, Interim Deputy Director of Finance,  
[alistair.rush@westsussex.gov.uk](mailto:alistair.rush@westsussex.gov.uk)

### Appendices

Appendix A – Savings 2022/23

### Background papers

None

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## 2022/23 Savings

Activity	2022/23 £000s	Description
<b>Adults Services: (under review)</b>		
Review of Lifelong services day services	2,240	The County Council has a clear strategic intent to reduce dependence on building based day services for people with learning disabilities and to ensure that people, wherever possible, are able to access local community provision. There is a renewed focus on enabling independence and increasing employment opportunities. There is an intention to significantly reduce the spend on building based services to create the savings. This will be phased in part due to the reduced use of day provision during Covid-19 and the emergence of new ways of offering support, the opportunities afforded by the re-procurement of services at the end of the current contract in March 2022 and continued development of the Council provided day services. Initial discussions have been held with contracted day services about a new model and there will be further consultation with all stakeholders including customers and family carers.
Non-residential customers to remain at home with reduced package	2,610	An additional 1600 people to benefit from reablement prior to receiving long-term care. The service is proven to deliver better care outcomes. The outcome is expected to be average reductions in care packages that will fund both the increase in investment and produce a net saving.
Redirecting residential customers to home-based care	2,020	Around 670 older people enter residential care per year, excluding nursing placements. Through the promotion of independence, the aim is to reduce that total by around 450, which is in line with best practice.
<b>sub-total</b>	<b>6,870</b>	
<b>Children and Young People:</b>		
National House Project	750	<p>The National House Project is a social enterprise built with young people leaving care, providing sustainable homes and a community of support that enables young people to have confidence in themselves and their future.</p> <p>The cost of accommodation for young people represents one of the highest challenges to local authority budgets. National House Projects deliver improved outcomes for young people at lower costs and reduces demand on wider local authority and partner agency budgets with fewer tenancy breakdowns, improved emotional, physical and mental health and less contact with criminal justice services.</p> <p>Savings of up to £0.2m per annum could be achieved for every residential placement avoided, meaning maximum savings potential of £2m per annum based on a cohort of 10 young people. However, in reality not all young people will be stepped down from residential placements, but potentially foster placements which cost less.</p>

In-house residential programme – reduced independent placement costs	100	<p>The focus of phase 1 of this proposal is the reopening of the 3 closed homes (Cissbury Lodge, May House and Seaside) in order to both increase capacity and create more appropriate, safe and high-quality provision in response to demand. This will avoid cost in external agency residential placements, particularly high-cost out of county placements, through better meeting the needs of more complex children in county.</p> <p>Phase 2 will focus on investing in the 3 open homes (Orchard House, High Trees and Teasel Close) in order to resolve critical issues with the sites and close the gap between good and outstanding care.</p>
<p>Improved commissioning for children's social care service:</p> <ul style="list-style-type: none"> <li>- 16+ step down from residential</li> <li>- 16+ recommissioning</li> <li>- U16 step down to fostering</li> </ul>	<p>500</p> <p>100</p> <p>500</p>	<p>This proposal includes a number of initiatives that will look to step down young people from a residential care into an alternative setting, increase market capacity to effect a change from spot purchasing to increased block contracting, reduce the excessive costs of the most expensive residential placements, and ensure any additional costs are closely monitored to ensure good outcomes and best use of resources.</p>
Early help restructure	200	Redesign of the service to deliver a more targeted Early Help offer, focussed towards supporting the most vulnerable children and families.
<b>sub-total</b>	<b>2,150</b>	
<b>Support Services &amp; Economic Development:</b>		
IT service redesign	250	The current contract for IT services concludes at the end of September 2022 and work has demonstrated that there are benefits to the council of moving to a new provision model at an earlier date.
Public Health – use of uncommitted Public Health Grant/other changes within existing contracts	88	<p>This savings has two elements. (1) Decommissioning of the Help at Home Contract. This has provided a subsidised home support service, but has been used by significantly fewer people during the Covid-19 pandemic and does not align with the County Council's current model of community led support for adult social care. There will be a tapered withdrawal of the service accompanied by ongoing assessment of service user needs and integration with community support. (2) A reduction of £0.1m in the Wellbeing Programme. This will focus on activity that has been disrupted due to Covid-19 and the options created as a result. <b>This relates to year 2 of the saving.</b></p>
<b>sub-total</b>	<b>338</b>	



<b>Environment and Climate Change:</b>		
Reduction in MBT Insurance	650	Reduction in the Insurance Premium for the MBT facility at Warnham.
Income re waste (new)	300	Currently the amount of recycling material that we are seeing through the Materials Recovery Facility has increased significantly over the last 18 months. As a result of this the value of WSCC's share of income received from the sale of that material has also increased.
<b>sub-total</b>	<b>950</b>	
<b>Learning and Skills:</b>		
Increase in Council's top slice of Early Years DSG to compensate for lost Central DSG grant funding used for wider benefit of children and young people	225	<p>To compensate for the continued reduction of DSG grant for the Central Services Schools block used to fund support to the MASH, Early Help services and Education Area Inclusion and Improvement Boards the council could increase the total funds to be topsliced from the DSG Early Years block. Under the Early Years funding regulations 95% of the Early Years funding for 3 and 4 year olds must be passed through to Early Years providers, but the remaining 5% can be topsliced by the County Council towards the overheads incurred in running the service. Since we are currently only topslicing 4% of this budget, we can under the national regulations look to increase our share by a further 1% (£0.450m).</p> <p>The proposed increase in the County Council's centrally retained element equates to 5p per pupil on the hourly rate paid to Early Years providers. This will be phased in over 2021/22 and 2022/23. The DSG funding rates paid to the County Council are set to increase by 8p per hour for 2 year olds and 6p per hour for 3 and 4 year olds in 2021/22.</p>
<b>sub-total</b>	<b>225</b>	
<b>Overall total</b>	<b>10,533</b>	

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## Budget Timeline for Member Engagement 2021/22

Date	Meeting
16 June	<b>Member Induction Session</b> <ul style="list-style-type: none"> <li>Local government finance, delivered by CIPFA)</li> </ul>
20 July	<b>Cabinet Induction Session</b> <ul style="list-style-type: none"> <li>Performance and Finance Briefing</li> </ul>
22 July	<b>Member Induction Session</b> <ul style="list-style-type: none"> <li>Council Plan, Finance and Performance</li> </ul>
19 Oct	<b>Cabinet</b> <ul style="list-style-type: none"> <li>MTFS</li> </ul>
1 Nov	<b>PFSC</b> <ul style="list-style-type: none"> <li>Medium Term Financial Strategy</li> </ul>
3 Nov	<b>Member Day – Budget</b> <ul style="list-style-type: none"> <li>Financial position, challenges, pressures, savings required</li> </ul>
Nov – Dec Scrutiny Committees	<b>All Scrutiny Committees</b> <ul style="list-style-type: none"> <li>If required to carry out pre-decision scrutiny of any savings proposals</li> </ul>
2 Dec	<b>PFSC</b> <ul style="list-style-type: none"> <li>If required for a budget up-date and to carry out pre-decision scrutiny of any savings proposals</li> </ul>
3 Dec	<b>Cabinet</b> <ul style="list-style-type: none"> <li>TBC to consider any savings proposals</li> </ul>
11 Jan	<b>Cabinet Briefing</b> <ul style="list-style-type: none"> <li>To review Budget papers for Member Day/Scrutiny Session</li> </ul>
25 Jan	<b>Member Day/Informal Scrutiny Session on Budget</b> <ul style="list-style-type: none"> <li>All members invited to attend.</li> </ul>
Mon 31 Jan	<b>PFSC</b> <ul style="list-style-type: none"> <li>To scrutinise 2022/23 draft budget, to include feedback from all Member budget session.</li> </ul>
1 Feb	<b>Cabinet</b> <ul style="list-style-type: none"> <li>Agreement of the budget to present to full County Council for approval</li> <li>PFSC feedback to be tabled</li> </ul>
18 Feb	<b>County Council</b> <ul style="list-style-type: none"> <li>Approval of 2022/23 budget</li> </ul>

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## **Performance and Finance Scrutiny Committee**

**1 November 2021**

### **People Framework**

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

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### **Summary**

The attached report is provided by the Interim Director of HR and Organisational Development. It identifies the interventions needed to develop staff, managers and leaders to enable achievement of the Council Plan and identifies improvements and priorities for the future. The report includes changes to work practices as a result of the Covid-19 pandemic as Smarter Working is implemented across the Council.

The Framework was shared with the committee in October 2020 ahead of it being agreed as part of the Our Council Plan. At that time it was recognised that the Framework was a 'live' document and would develop as circumstances changed. The committee have requested a report to review what progress has been made in achieving the objectives set and the amendments needed arising from changing work practices as a result of the Covid-19 pandemic.

### **Focus for scrutiny**

The Committee is asked to scrutinise the content of the report which outlines the implementation, progress and development of the People Framework. Key areas for scrutiny include:

- That the agreed People Framework meets the changing needs of the workplace post Covid-19,
- That any necessary improvements to organisational culture, working practices and staff wellbeing have been identified,
- That staff have been included and engaged in the development of the changing requirements,
- That progress has been made in achieving the outcomes set and that these are being actively measured and monitored to maintain productivity,
- That a reasonable timeline has been developed to achieve the outcomes.

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

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### **Details**

The attached report sets out the implementation and development of the People Framework since it was agreed.

The People Framework is key to realising the ambitions of the Council, it is therefore essential that staff are involved and engaged in its development. The Framework is how the Council Plan will be achieved and will evolve and develop as outcomes are achieved and milestones reached.

Para 2.1 of the attached report sets out the key areas of focus for the Framework whilst the appendices detail the progress made in achieving the objectives.

The background and context to this item for scrutiny are set out in the attached report. As it is a report dealing with internal matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

**Tony Kershaw**

Director of Law and Assurance

**Contact Officer**

Susanne Sanger, Senior Advisor (Democratic Services), 033 022 22550

**Appendices**

Annex            People Framework Report  
Appendix A    Our Council Plan KPIs  
Appendix B    High Level Action Plan

**Background papers**

None

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## **Report to Performance and Finance Scrutiny Committee**

**November 2021**

### **West Sussex County Council People Framework**

#### **Report by Interim Director of HR and Organisational Development**

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#### **Summary**

This People Framework identifies the interventions needed to develop staff, managers and leaders to enable achievement of the Council Plan and the delivery of improvements and priorities in the future. This includes the changes to working practices resulting from the experience of the Covid 19 pandemic as the Council implements Smarter Working

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#### **Proposal**

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

- 1.1 We are committed to building on the significant strengths of the County Council's COVID-19 response, to address the governance and service challenges facing the County Council in 2020/21 and beyond. The new leadership of the Council has created a strong sense of hope and possibilities and establishing a more supportive and inclusive culture.
- 1.2 Although we are well on the road to making change and progress, we recognise that continuing change and improvements are required. The development of the People Framework is key to realising the ambitions of the council through its people and it is essential that services and staff are involved and engaged in its development.
- 1.3 There are key areas for us to focus on, including a commitment to put residents at the heart of everything we do; to create strong and visible leadership; to work closely with partners; to invest in and value our staff; and to make the way we work as straightforward as possible.
- 1.4 The Council Plan defines the outcomes we will deliver during the next 12 months. Service improvements in Children's, the Fire Service and Adults' are ongoing as well as a development plan for Adults' Services. Given the pressure on the West Sussex economy following Covid-19, rebuilding in this area will also feature. Key to the business plan will be ensuring work is costed and managed through robust planning and performance routines.

##### **2 The People Framework**

- 2.1 The People Framework sets out the interventions and actions required to support an improved focus on how we achieve our Council Plan. At the core of this will be a focus on the communities we serve, effective leadership, strong

## Agenda Item 5

### Annex

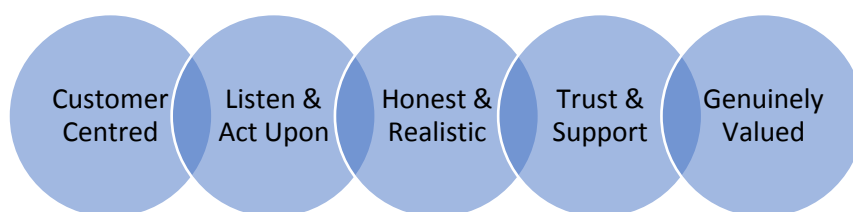
officer/member relationships, a commitment to partnership working and a valued and high-performing workforce. The framework identifies the interventions that are required to achieve the priority actions set out in the West Sussex County Council Plan.

- 2.2 The People Framework will evolve and develop as outcomes are delivered and milestones reached. We will use the learning gained at each stage to refine and develop the framework. The People Framework therefore identifies four key themes that will help shape our organisation, our leadership, and our workforce in the future in support of West Sussex County Council's priority action areas. Equality, diversity and inclusion underpin each theme and the Framework as a whole. This inclusive culture to which we aspire, where all of our people are treated with dignity and respect and are able to work in an empowered, collaborative and innovative way, will be achieved through the work we undertake in each of the four themes.

Theme 1 Leadership and Management	Theme 2 Wellbeing, Values and Ways of Working	Theme 3 Performance and Development	Theme 4 Resourcing and Talent
Culture, Diversity and Inclusion underpin each theme			

## 3 West Sussex County Council Values

- 3.1 Our workforce is the key to our ambitions. We will work collaboratively with staff to understand the challenges they face and provide them with the opportunity to shape and develop the support we provide. How we do things is just as important as what we do. The West Sussex County Council values are the five key areas guiding behaviour that were developed with staff and will frame our culture in the future.



- **Customer-centred** - we put the customer central to everything we do
- **Listen and act upon** - we listen to each other and act on what we say
- **Honest and realistic** - we are honest and realistic about what we can achieve
- **Trust and support** - we trust and support each other to achieve our goals
- **Genuinely valued** - we feel our contribution is valued and our achievements are recognised

## 4 How will we measure progress?

- 4.1 This strategy will be successful when we have delivered against the four key themes. For each theme we have identified the set of deliverables which will be measured to determine our progress. The deliverables outlined for the next twelve months are particularly focussed on addressing the 5 action areas that



will deliver the Reset and Reboot. The measures will vary from theme to theme and may change as elements of the work are delivered.

- 4.2 Key measures of organisational health in relation to leadership and the workforce have been identified where these provide insight as to progress against each of the four themes. These will be monitored and reported through the West Sussex County Council Performance Monitoring Process.

## **5 Monitoring and Progress Reporting**

- 5.1 We will review this Framework in light of the vision and direction set out in the Council Plan. The Framework will be reviewed annually to ensure alignment with corporate priorities.
- 5.2 As part of this review we will look at the four key themes and assess the impact of what has been delivered and the overall progress of the culture of the County Council.

## **6 Supportive and Diverse Culture**

- 6.1 The key to a successful organisation is to have a culture based on a strongly held set of values that are supported by actions and interventions. The culture that we aim to develop is one that will reflect our commitment to putting residents at the heart of everything we do. It will be based on strong and visible leadership, closely working with partners, valuing and investing in our staff; and working in as straightforward way as possible.
- 6.2 The development of our culture will result from our actions and interventions in relation to the four themes of the people strategy with a particular focus on:
- Recruiting and retaining staff and leaders who will share our beliefs and values;
  - Ensuring line management practices in relation to development, performance management, reward and recognition reinforces our core values;
  - Leadership that role models our values and behaviours;
  - Treatment of staff reflects a commitment to dignity and respect and staff feel listened to; and
  - Engagement with and between staff, leaders, and managers, creating simple and effective ways of working, and enabling staff to protect and manage their wellbeing.
- 6.3 External inspections have identified concerns that feedback is not always acted on. It is therefore important for us to be aware of the extent to which such experiences could particularly affect, or impact upon, individuals from underrepresented groups or with protected characteristics. Our culture must promote dignity and respect in the workplace, diversity and inclusion, and promotion of employee voice.
- 6.4 Each of the four themes of the people strategy make an important contribution to enabling the culture we aspire to have, and to promoting dignity, diversity, inclusion and engagement.

## **7 Theme One: Leadership and Management**

- 7.1 Too many fearful or disempowered managers and leaders have been unable to lead or maintain excellent practice in their own areas. There is a legacy of a lack of confidence and self-belief and fear of challenging or taking responsibility.
- 7.2 In future our leaders will need to lead, manage, communicate and work differently and take pride in maintaining excellent practice.
- 7.3 Our ambition is that *"We have Competent and Confident Leaders and Managers who live and behave in line with our Values"*

## **8 Next Steps: Leadership and Management**

- 8.1 Key to achieving our Reboot is the need for leadership stability. Our aim will be to ensure that the majority of senior leadership roles are filled on a permanent basis. This recruitment and subsequent development of our leaders must promote longevity and focus on the development of leaders who are aligned to, and lead in accordance with, our values and the culture we aspire to.
- 8.2 Our leaders will lead with integrity, demonstrate our values and meet high standards of behaviour and accountability. Leaders will also play a role in strategy, planning and performance and establish a clear purpose. We will therefore review our "Being a Manager and Leader" framework so that we have a clear articulation of our expectations of managers and leaders in the County Council and what they need to know, what we expect them to do and how we expect them to behave, when they are leading their teams and services and the organisation in a values centred way. The framework will be embedded into recruitment and promotion, performance management, and development processes.
- 8.3 Leaders will create a culture that values staff and will have the skills and knowledge required to lead and support teams and individuals through a coaching style of leadership to encourage accountability, innovation and creativity. We will therefore develop leadership capability through development programmes targeted at 3 levels:
  - Leading my team
  - Leading my service
  - Leading the organisation
- 8.4 Leaders will engage in the direction and organisational health of the whole council and work collaboratively to solve problems and break down siloes. We will therefore establish and develop a Leadership Forum for shared working, learning, partnership and collaboration. We will support collective leadership through the delivery of a number of "demonstrator" projects that will test and develop new ways of working.

## **9 Key Outcomes: Leadership and Management**

- Leaders role model the behaviours that are expected across WSCC and create a more positive, supportive and empowering work environment for staff;
- There is stability in senior leadership; and
- Our leaders and staff have the confidence and support to deliver change and continuous improvement.

## **10 Key Measures: Leadership and Management**

- Staff survey data indicates that staff feel supported by their manager and leaders;
- There is a low vacancy rate and low turnover in leadership roles;
- Benefits to staff: There is a clear sense of purpose, and staff feel valued and treated with integrity; and
- Benefits to residents: Those closest to the point of service delivery inform leadership thinking and decision making.

## **11 Theme two: Wellbeing, values and ways of working**

- 11.1 We recognise the importance of having a healthy and diverse workforce, in enabling staff, managers and leaders, to provide the best service that they can. In the challenging context that we are operating within, which is further emphasised by the current Covid19 pandemic, there is a risk that the health and wellbeing of our employees will suffer. Furthermore, there is a prevailing narrative of concern around bullying. We recognise also that over recent months, society has changed. As well as the pandemic, campaigns, social movements, and world events such as Black Lives Matter, environmental concerns, economic challenges, and Brexit are causes for refocussing efforts aimed at improving inclusion and promoting wellbeing. In this context, a key priority is to support people's wellbeing and resilience as well promoting dignity and respect in the workplace.

## **12 Next Steps – Wellbeing, values and ways of working**

- 12.1 In the context of the Covid19 pandemic we have experienced a significant period of change. Many individuals have continued to operate on the frontline while for others, remote working will continue for the long term. Individuals' need for support will vary greatly, flexible ways of working will continue to be needed, and new ways of engaging with individuals and teams will be required. Our New Ways of Working Cell will continue to be vital for ensuring the organisation continues to operate efficiently and effectively over the long term. Alongside this we will promote smarter working using technology to support efficient decision making and enabling staff to work flexibly.
- 12.2 Actions will ensure that the employee voice is developed with the aim of understanding and addressing problems and issues that individuals and groups of staff face, ensuring that individuals can be themselves at work and are valued for their contribution. In particular, this will focus on establishing new and effective methods for raising concerns and giving feedback. Refreshed

Equality and Diversity frameworks and Dignity and Respect at Work policies will be developed and implemented. We will also work collaboratively with our staff groups to enhance their influence and involvement in our people policies and practices and the support they can provide to their members. We will also continue to build on and develop positive relationships with trade unions.

12.3 We will ensure that staff health, safety and wellbeing are prioritised and establish proactive and preventative approaches to the management of mental health.

12.4 Alongside this, we will develop and implement a whole council approach to mental health and wellbeing, jointly with Public Health, to enable proactive and preventative support to maintaining mental health of our staff, managers and leaders.

### **13 Key Outcomes – Wellbeing, Values and Ways of Working**

- We have an inclusive and supportive culture, we work in partnership and we reward individual and team contribution;
- Staff, managers and leaders are supported to maintain their mental health and wellbeing;
- The views and concerns of staff, including those from underrepresented groups inform organisational learning and improved employment experience; and
- All staff are treated with dignity and respect.

### **14 Key Measures - – Wellbeing, Values and Ways of Working**

- Staff survey data evidences that all staff feel trusted, valued and recognised for the work they do;
- There are manageable levels of sickness absence; and
- Health and wellbeing survey evidences that staff feel supported to maintain their mental health and wellbeing.
- Benefits to staff: Staff feel listened to and are supported to manage their health and wellbeing
- Benefits to residents: Services are more diverse and representative of the residents they support, staff are supported to work efficiently and effectively in support of residents

### **15 Theme Three: Performance and Development**

15.1 Our review and engagements illustrate that some basic corporate disciplines are in disrepair; corporate planning and performance management must improve and too many elements of people management and professional practice are inconsistent. Performance conversations vary enormously, people are fearful of having difficult conversations and a lack of support in handling this, and bullying has become a consistent part of the narrative.

15.2 The ambition is that a clear vision and corporate plan will be supported with clear measures and reporting that provide transparency of, and assurance on, core service performance, organisational health and major projects.

Performance will be challenged constructively, and we understand and act on key performance issues.

## **16. Next Steps – Performance and Development**

- 16.1 To support this, there must be good consistent people management and development tools and practices in place to ensure that we invest in our people to build the capability we need to succeed. We will ensure modern performance management is embedded so that all staff have good performance conversations and development support.
- 16.2 Actions will be taken to ensure high standards of line management with a consistent focus on performance and development of our people meaning that everyone experiences good quality performance conversations and development support.
- 16.3 Our staff are key to the success of our organisation so we will invest in our people to build the capability we need to succeed. We will undertake a review of the Learning and Development provision, using the learning of Covid19 to ensure the offer is modern, targeted to business need, and relevant. We will optimise our use of the apprenticeship levy to support our staff to develop their skills and careers within West Sussex County Council.

## **17. Key Outcomes – Performance and Development**

- All staff have consistent quality performance and development discussions; and
- Managers feel supported to have difficult conversations when required but performance is respectfully managed and not experienced as bullying.

## **18. Key Measures - Performance and Development**

- Staff have meaningful performance conversations;
- Staff and managers are completing their induction and mandatory training;
- Use of the apprenticeship levy is optimised to support career development;
- Benefits to staff: Staff feel valued in their employment at WSCC and are supported in their continuous development; and
- Benefits to residents: Staff who support residents and communities are supported to provide the best service that they can.

## **19. Theme Four: Resourcing and Talent**

- 19.1 We have experienced significant challenges as a result of a legacy of reliance on agency, interim and consultancy resources. To reduce our dependency on interims we must nurture and develop talent and support more internal staff into leadership positions as well as being able to recruit and retain the skills and capacity needed across the organisation.

## **20. Next Steps – Resourcing and Talent**

- 20.1 In order to enable the development of internal talent and reduce the reliance on external recruitment and interim solutions to fill management and

leadership posts we will develop and implement a succession management tool that will enable the identification of critical management and leadership roles and identify the learning and development interventions required to enhance our ability to fill vacancies internally.

- 20.2 We will introduce efficient exit interview arrangements such that insight is obtained from all leavers to inform organisational learning regarding the employment experience and retention actions. Alongside this, we will develop and launch a clear employee offer reflecting modern approaches to employment and working practices, reward and terms and conditions. This be used as the basis for building our reputation as an employer and therefore enhancing our ability to recruit and retain people with the values, skills and capacities we need.
- 20.3 We will implement workforce planning in each Directorate to ensure proactive action plans are implemented to ensure we able to recruit sufficient staff to meet medium- and long-term needs. This will involve taking actions to invest in the development of our staff, particularly through apprenticeships, to develop the skills needed by services in the future. Alongside this we will introduce an improved redeployment policy and recruitment planning that enhances our ability to retain staff who are impacted by reorganisations and restructuring.

## **21. Key Outcomes – Resourcing and Talent**

- We are able to attract and retain a diverse range of high-quality staff;
- We are better able to recruit and retain permanent leaders and managers; and
- WSCC has a strong reputation as an employer externally

## **22. Key Measures – Resourcing and Talent**

- Low vacancy and turnover rates in critical roles;
- Exit data indicates that staff do not leave because of poor employment experiences;
- Benefits to staff: Staff experiences inform actions to improve retention and staff are supported to develop their skills over the long term; and
- Benefits to residents: Sufficient staff are employed with the values and skills required to deliver the best possible service level to residents and communities.

## **23. Work in progress**

- 23.1 The outputs from the Good Governance Project have already begun to shape our work and so activity is already underway on a number of priority areas. We have launched a series of Kickstart projects which are building on existing work, refreshing and refocusing some areas and beginning work to deliver the outcomes set out in the framework. These are set out in the attached appendices.
- 23.2 Our progress is measured as part of the HR and Organisational Development Business Plan and within the Council Plan under 2 Key Performance Indicators, Appendix A and high level action plan, Appendix B.

Sue Evans

**Interim Director of HR and Organisational Development**

**Contact:** [suef.evans@westsussex.gov.uk](mailto:suef.evans@westsussex.gov.uk) 07909 000440

**Appendices**

Appendix A Council Plan KPIs

Appendix B High Level Action Plan

**Background papers**

None

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## Appendix A – Table 1: Our Council Plan Key Performance Indicators (KPIs)

Priority	Outcome	Activity (bullet points from Our Council Plan)	Owners
Leadership and management - percentage positive response to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously"	We have competent and confident leaders and managers who live and behave in line with our values"	Developing and implementing Our People framework so that: <ul style="list-style-type: none"> <li>our staff will have the confidence and support to deliver change and continuous improvement;</li> <li>all staff will have consistent and high quality performance and development conversations;</li> <li>we will attract, recruit and retain the staff we need to deliver public services for the residents of West Sussex.</li> <li>We will underpin staff development with themes of equality, diversity, and inclusion.</li> </ul>	Director of HR&OD, (Sue Evans) Head of OD and Resourcing (Lindsey Hannant) Head of Business Partnering (Jamie McGarry) Head of Specialist HR Services (Colin Chadwick) Head of Health and Safety (Amanda Rablin)
Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues"	We are trusted, valued and supported to do our best in a safe, inclusive environment	Developing and implementing Our People Framework so that: <ul style="list-style-type: none"> <li>all staff will be treated with dignity and respect;</li> <li>we will attract, recruit and retain the staff we need to deliver public services for the residents of West Sussex.</li> <li>We will underpin staff development with themes of equality, diversity, and inclusion.</li> </ul>	Director of HR&OD, (Sue Evans) Head of OD and Resourcing (Lindsey Hannant) Head of Business Partnering (Jamie McGarry) Head of Specialist HR Services (Colin Chadwick) Head of Health and Safety (Amanda Rablin)

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## Appendix B – Table 2: High Level Action Plan

Framework Theme	Actions	Timescales
Leadership and Management	<ul style="list-style-type: none"> <li>Review “Being a Manager and Leader” Framework (completed) <ul style="list-style-type: none"> <li>Work with CLT to articulate expected behaviours/unacceptable behaviours for each tier of management</li> <li>Implement revised framework through a communications and engagement programme and embed in management induction for new managers</li> <li>Set up separate workstreams to embed the new framework into our recruitment processes, our management development programmes and our approach to managing performance</li> </ul> </li> </ul>	September 2020 to December 2021
Wellbeing, Values and Ways of Working	<ul style="list-style-type: none"> <li>Enhance staff groups: <ul style="list-style-type: none"> <li>Engage with staff group leads on review – Our Networks now established</li> <li>Establish common terms of reference, ways of working, role and purpose for each staff group</li> <li>Appoint Diversity and Inclusion Lead to support staff group activity</li> <li>Establish Director sponsor for each group</li> </ul> <p style="text-align: right;">All completed</p> </li> <li>Promote Dignity and Respect: <ul style="list-style-type: none"> <li>Provide support and tools for managing change empathetically</li> <li>Develop dignity and respect policy and provide support, guidance and signposting</li> <li>Refresh whistleblowing policy and guidance</li> <li>Implement “always on” channel</li> <li>Establish “Workforce Champions” to support staff locally</li> <li>Implement improved exit interview arrangements</li> </ul> </li> <li>Support mental health and wellbeing <ul style="list-style-type: none"> <li>Table Mental Health (MH) for agenda of senior Council meetings every six months</li> <li>Promote MH initiatives and training to all employees</li> <li>Commence communications campaign to encourage employees to talk about MH in the workplace</li> <li>Line managers include MH and wellbeing as part of 121 meetings</li> </ul> </li> </ul>	<p>July 2021 to December 2021</p> <p>July 2020 to March 2022</p> <p>August 2020 →</p>

	<ul style="list-style-type: none"> <li>○ Introduce 'wellness action plans' for employees experiencing MH challenges and/or those returning from long-term sickness absence.</li> <li>○ Recruit and train MH First Aiders across the organisation - first cohort completed</li> </ul>	
	<ul style="list-style-type: none"> <li>● Demonstrator Projects (Corporate Projects) <ul style="list-style-type: none"> <li>○ Scope Demonstrator Project and identify Senior Responsible Officer</li> <li>○ Seek volunteers from across the organisation to take part in the project</li> <li>○ Undertake discovery activities to identify what works well/less well with current arrangements and what our staff would like to see in the future</li> <li>○ Develop interventions and approaches to build on the findings from the discovery activities</li> <li>○ Implement the new approaches</li> </ul> </li> <li>● Implement Smarter Working <ul style="list-style-type: none"> <li>○ Establish New Ways of Working Group to take forward learning from working differently through Covid19</li> <li>○ Identify key projects to be delivered that will capitalise on the learning gained during Covid19</li> <li>○ Develop Smarter Working Framework and toolkit for enabling agile and flexible working that maximising effective and efficient use of resources.</li> <li>○</li> </ul> </li> </ul>	<p>September 2020→</p> <p>July 2020 →</p>
<b>Performance and Development</b>	<ul style="list-style-type: none"> <li>● Establish professional people management practices: <ul style="list-style-type: none"> <li>○ Establish and promote timely professional line management conversations focussed on wellbeing, performance, and development.</li> <li>○ Focus on "individual performance progress"</li> <li>○ Improve and simplify performance policy and procedure</li> <li>○ Promote available training</li> <li>○ Implement the Foundation Leader programme</li> <li>○ Create a performance management pathway using employee life cycle.</li> </ul> </li> </ul>	June 2020 to April 2021
<b>Resourcing and Talent</b>	<ul style="list-style-type: none"> <li>● Improve workforce planning in each directorate <ul style="list-style-type: none"> <li>○ Develop Workforce Planning Toolkit</li> <li>○ Prioritise workforce plan for CYP&amp;L and F&amp;RS Departments</li> <li>○ Identify the workforce capacity and capability challenges for 2020-23</li> </ul> </li> </ul>	September 2020→

- |  |   |  |
|--|---|--|
|  | <ul style="list-style-type: none"><li>○ Establish interventions to address identified challenges</li><li>○ Improve our approach to Redeployment</li><li>○ Redeployment Adviser in post (Completed)</li><li>○ Revised Policy</li></ul> |  |
|--|---|--|

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**Performance and Finance Scrutiny Committee Work Programme**  
**November 2021 - March 2022**

<b>Topic</b>	<b>Corporate or Service priority</b>	<b>Performance, outcome or budget</b>	<b>Timing</b>
<p><b>2022/23 Budget</b></p> <p>Scrutiny of the Medium Term Financial Strategy (MTFS) – informal briefing requested ahead of the committee meeting to explain how the MTFS is developed and what considerations need to be taken into account.</p> <p>Draft Budget - scrutiny of the draft budget including, Treasury Management and Capital Strategies to meet priorities and implications of budget reductions and saving requirements. To be linked to Council priorities.</p>	Corporate	Budget	<p>Nov 2021</p> <p>Update to December 2021, Full Budget item to January 2022</p>
<p><b>Quarterly Performance and Resources Report (PRR)</b>  [previously known as the Quarterly Performance Monitor (QPM)]</p> <p>Performance, risk and budget monitoring: ongoing strategic monitoring of finance, performance, workforce, risk, strategic and business critical contracts, and capital programme.</p>	Corporate	Performance, outcome and Budget	<p>Q2 Dec, Q3 March 2022, EOY July 2022</p>
<p><b>Property Joint Venture Partnership and Development Projects</b></p> <p>On an annual basis the committee will monitor the achievement of the aims of the JV Partnership, (March meeting of PFSC agreed that 6-monthly reports should be brought to the committee in the first two years to scrutinise progress in achieving the joint venture objectives).</p> <p>The Committee may scrutinise individual projects as they arise.</p>	Service	Outcome	<p>March 2022</p> <p>TBC</p>
<b>Economic Plan</b>	Corporate	Outcome	

Topic	Corporate or Service priority	Performance, outcome or budget	Timing
<p>Resetting the economy is considered a key priority for the Council therefore BPG requested an item be brought to committee to scrutinise the progress in implementing the Plan.</p> <p>The Committee requested in-depth scrutiny of specific aspects of the Economic Plan at appropriate times, for example the Experience West Sussex initiative, plans to increase tourism within the county, and the interface with District and Borough council's own tourism programmes.</p> <p>BPG supported strategic scrutiny on Tourism with a view to referring any specific concerns for consideration by joint scrutiny with the relevant District or Borough councils if felt appropriate and councils are happy to engage.</p>	Service	Outcome	<p>March 2022</p> <p>March 2022 TBC</p>
<p><b>Growth Deals Programme</b></p> <p>To scrutinise the Growth Deals Programme in terms of the progress of the programme, outcomes achieved and lessons learned.</p>	Corporate	Outcome	December 2021
<p><b>People Framework</b></p> <p>Scrutiny of the progress and actions in developing the People Framework to achieve the outcomes agreed in West Sussex Reset Plan. This is particularly relevant due to the changing work arrangements and practices resulting from the Covid-19 pandemic.</p> <p><b>Asset Strategy</b></p> <p>Scrutiny of the progress and actions taken since the Asset Strategy was agreed and any amendments required due to changing work practices resulting from the Covid-19.</p>	Corporate	Performance and Outcome	<p>November 2021</p> <p>November 2021</p>
<p><b>Treasury Management</b></p> <p>Scrutiny of the mid-year report 2021/22. PFSC is responsible for this as part of Treasury Management Regulations for wider member review.</p>	Corporate	Budget	November 2021 (virtually)



<b>Topic</b>	<b>Corporate or Service priority</b>	<b>Performance, outcome or budget</b>	<b>Timing</b>
The 2022/23 Strategy will be scrutinised alongside the draft budget in January 2022.			January 2022
<b>Business Planning Group</b>			
<b>Service Improvement Projects [SAP/Oracle Fusion replacement, Capita In-sourcing and New Ways of Working]</b>  BPG agreed these key projects should be monitored by the BPG via updates and briefing note.	Service	Performance, outcome and budget	December BPG
<b>Capital Programme</b>  BPG requested an informal briefing ahead of the December committee meeting to outline how the programme is developed and how slippage is monitored and managed.	Corporate	Budget	Dec 2021
<b>Property Developments – Progress</b>  BPG have requested a progress report on the Horsham Enterprise Project and Broadbridge Heath Retail Park.	Service	Outcome	December BPG

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## Extract of the Forward Plan of Key Decisions – 13 October 2021

### Cabinet

<b>Gatwick Northern Runway - approval of consultation response</b>	
<p>Gatwick Airport Limited (GAL) proposes alterations to bring the existing Northern Runway at Gatwick Airport into routine use alongside the main runway, enabling the dual operation of both runways. The proposal, the Northern Runway Project, is a Nationally Significant Infrastructure Project requiring a Development Consent Order (DCO) from the Secretary of State (rather than planning permission from the local planning authority). The County Council is a statutory consultee in the DCO process.</p> <p>The proposal would increase Gatwick's passenger throughput to approximately 75.6 million passengers per annum (mppa) by 2038, an increase in capacity of approximately 13.2 mppa. The Northern Runway would be operational by summer 2029. The majority of the construction works associated with the project would be contained within the existing airport boundary.</p> <p>Formal consultation on the proposal is taking place from 9 September to 1 December 2021.</p> <p>The Cabinet will be asked to approve the County Council's response to the formal consultation.</p>	
<b>Decision by</b>	Cllr Waight, Cllr Marshall, Cllr J Dennis, Cllr Lanzer, Cllr Russell, Cllr A Jupp, Cllr Urquhart, Cllr Crow, Cllr N Jupp, Cllr Hunt - Cabinet
<b>Date added</b>	23 September 2021
<b>Month</b>	November 2021
<b>Consultation/ Representations</b>	<p>All Member briefing by Gatwick Airport (30 September) Communities, Highways and Environment Scrutiny Committee, 30 September (Task and Finish Group) Internal consultation with County Council officers and officers in other affected authorities in West Sussex</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Environment and Climate Change, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b>	None
<b>Author</b>	Mike Elkington Tel: 033 022 26463
<b>Contact</b>	Judith Shore Tel: 033 022 26052

### Cabinet Member for Finance and Property

<b>Property Holdings (Rolling Entry)</b>
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Agenda Item 8  
Appendix A

The County Council's West Sussex Plan sets out its ambition to minimise the burden of local taxation, delivering the best outcomes for residents with the money it spends, whilst living within its means. In 2018 the County Council agreed to adopt an [Asset Management Policy and Strategy](#). An objective of the strategy is to acquire, manage, maintain and dispose of property effectively, efficiently and sustainably, together with optimising financial and commercial opportunities.

<b>Decision by</b>	Cllr Hunt - Cabinet Member for Finance and Property
<b>Date added</b>	7 September 2021
<b>Month</b>	Between April 2021 and March 2022
<b>Consultation/ Representations</b>	Local members.  Representation can be made via the officer contact.
<b>Background Documents</b>	None
<b>Author</b>	Elaine Sanders Tel: 033 022 25605
<b>Contact</b>	Suzannah Hill Tel. 033 022 22551

**Cabinet Member for Finance and Property, Leader, Cabinet**

<b>Performance and Resources Report (Rolling Entry)</b>	
The Performance and Resources Report (PRR) details the Council's performance in relation to revenue and capital spending, savings, workforce projections, performance and risk by portfolio against the Cabinet's key priorities. The Leader and Cabinet Member for Finance and Property will be recommended to approve the PRR and any items of financial and performance management within the PRR.	
<b>Decision by</b>	Cllr Hunt - Cabinet Member for Finance and Property, Leader, Cabinet
<b>Date added</b>	15 September 2021
<b>Month</b>	Between April 2021 and March 2022
<b>Consultation/ Representations</b>	Representation can be made via the officer contact
<b>Background Documents</b>	None
<b>Author</b>	Fiona Morris Tel: 033 022 23811
<b>Contact</b>	Natalie Jones-Punch 033 022 25098

**Director of Property and Assets**

<b>Procurement and Award of Contract Heating Plant Replacement at Parkside, Horsham</b>
Parkside is a commercial administrative office West Sussex County Council in Horsham

functioning 24 hours a day seven days a week. A procurement process is being undertaken for a fully designed heating and hot water scheme to replace the current system which is failing and now obsolete. It is anticipated that an award of contract will be proposed to the Director Property and Assets in October 2021 and a decision report will be published at that time.	
<b>Decision by</b>	Andrew Edwards - Director of Property and Assets
<b>Date added</b>	2 June 2021
<b>Month</b>	October 2021
<b>Consultation/Representations</b>	The project will be issued on the In-Tend procurement system, early engagement and qualifying questions with potential Contractors will commence shortly, with a shortlist being drawn up ready for the full tender to be issued.  Representation can be made via the officer contact in the month prior to that in which the decision is due to be taken.
<b>Background Documents</b>	None
<b>Author</b>	Jeremy Rigby Tel: 033 022 26460
<b>Contact</b>	Suzannah Hill Tel. 022 033 22551

#### Director of Property and Assets

Award of Framework Agreements for Construction Framework	
<p>The County Council carries out repair, maintenance and refurbishment work throughout the corporate estate. Following Cabinet Member decision <a href="#">ECR06 20 21</a> a construction framework arrangement is being procured which will enable the County Council to place work orders with a variety of qualified contractors to deliver works that fall outside of the current maintenance contract. The works can include repairs and refurbishment as well as new build requirements where needed.</p> <p>Authority was delegated to the Director of Property and Assets by the Cabinet Member decision, to award the Framework Agreements and any call-off contracts as a result of mini-competitions run under the Frameworks. The Director of Property and Assets will be asked to approve the award of Framework Agreements for the proposed Construction Framework.</p>	
<b>Decision by</b>	Andrew Edwards - Director of Property and Assets
<b>Date added</b>	19 August 2021
<b>Month</b>	December 2021
<b>Consultation/Representations</b>	Cabinet Member for Finance and Property  Representation can be made via the officer contact.
<b>Background Documents</b>	None

<b>Author</b>	Jeremy Rigby Tel: 033 022 26460
<b>Contact</b>	Suzannah Hill Tel. 033 022 22551

### 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 Management, Hybrid Data Centre and Cloud Hosting. In accordance with the decision procurement exercises are 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>	October 2021
<b>Consultation/ Representations</b>	<p>External Consultants SOCITM; Director Law and Assurance</p> <p>Representation can be made via the officer contact in the month prior to that in which the decision is to be taken.</p>
<b>Background Documents</b>	None
<b>Author</b>	Stewart Laird Tel: 033022 25310
<b>Contact</b>	Suzannah Hill Tel: 0330 222 2551

### Director of Finance and Support Services

<b>Award of Contract: Data Migration Service</b>	
<p>In March 2021, the then Cabinet Member for Economy &amp; Corporate Resources approved a proposal via decision ECR07 20-21 to procure a data migration service to support the implementation of a Business Management Solution. As part of the decision, the Cabinet Member delegated authority to the Director of Finance and Support Services to progress the procurements. The procurement is now underway, and the Director of Finance and Support Services will be asked to award the contract to the successful bidder during September 2021 with services due to start shortly after.</p>	
<b>Decision by</b>	Katharine Eberhart - Director of Finance and Support Services
<b>Date added</b>	30 July 2021

<b>Month</b>	October 2021
<b>Consultation/ Representations</b>	Representation can be made via the officer contact.  Consultees: Cabinet Member for Support Services and Economic Development
<b>Background Documents</b>	None
<b>Author</b>	Alistair Rush Tel: 033022 22002
<b>Contact</b>	Suzannah Hill 033 022 22551

### Director of Finance and Support Services

<b>Award of Contract: Design and Implementation Support Service</b>	
<p>In March 2021, the then Cabinet Member for Economy &amp; Corporate Resources approved a proposal via decision ECR07 20-21 to procure specialist resource to support the implementation of a Business Management Solution. As part of the decision, the Cabinet Member delegated authority to the Director of Finance and Support Services to progress the procurement. The proposed arrangement will be a capability and capacity contract, giving the Council flexibility to buy-in specialist resource to deliver specific outcomes in the programme when needed. The procurement process is now underway, and the Director of Finance and Support Services will be asked to award the contract to the successful bidder during September 2021 with services to start shortly after.</p>	
<b>Decision by</b>	- Director of Finance and Support Services
<b>Date added</b>	30 July 2021
<b>Month</b>	October 2021
<b>Consultation/ Representations</b>	Representation can be made via the officer contact.  Consultees: Cabinet Member for Support Services and Economic Development
<b>Background Documents</b>	None
<b>Author</b>	Alistair Rush Tel: 033022 22002
<b>Contact</b>	Suzannah Hill 033 022 22551

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