

Public Document Pack

Tony Kershaw

Director of Law and Assurance

If calling please ask for:

Rob Castle on 033 022 22546

Email: rob.castle@westsussex.gov.uk

www.westsussex.gov.uk

County Hall
Chichester
West Sussex
PO19 1RQ
Switchboard
Tel no (01243) 777100



24 November 2021

Performance and Finance Scrutiny Committee

A meeting of the Committee will be held at **2.00 pm** on **Thursday, 2 December 2021** at **County Hall, Chichester, PO19 1RQ**.

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

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

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

Tony Kershaw

Director of Law and Assurance

Agenda

Part I

- 2.00 pm 1. **Declarations of Interest**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
2. **Minutes of the last meeting of the Committee** (Pages 5 - 10)
- The Committee is asked to agree the minutes of the meeting held on 1 November 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.

- 2.05 pm 4. **End of September 2021 (Qtr 2) Quarterly Performance and Resources report** (Pages 11 - 124)
- A report by the Chief Executive and Director of Finance and Support Services setting out the corporate performance, finance, workforce, risk and capital programme positions as at the end of September 2021.
- The Committee is asked to examine the data and supporting commentary for the Performance and Resources report and make any recommendations for action to the relevant Cabinet Member or Scrutiny Committee.
- 3.05 pm 5. **Growth Deals Programme** (Pages 125 - 154)
- A report by the Executive Director for Place Services, outlining the progress of the programme.
- Committee to consider the progress of the programme, achievement of the aims of the growth deals, and whether the programme meets the needs of the [Economy Reset Plan](#).
- 3.50 pm 6. **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.
7. **Work Programme Planning and possible items for future scrutiny** (Pages 155 - 166)
- The Committee is asked to review its current draft work programme for the remainder of the County Council term. The work programme attached reflects the changes to the work programme agreed at the previous meeting of this Committee.
- 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.
- 4.00 pm 8. **Date of Next Meeting**
- The next meeting of the Committee will be held on 31 January 2022 at 10.30am. Probable agenda items include:
- Draft Budget 2022/23

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 19 January 2022.

To all members of the Performance and Finance Scrutiny Committee

Webcasting

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

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

This page is intentionally left blank

Performance and Finance Scrutiny Committee

1 November 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 Elkins	Cllr Payne
Cllr Boram	Cllr Evans	Cllr Sparkes
Cllr Britton	Cllr Hillier	Cllr Turley
Cllr Condie	Cllr Linehan	
Cllr B Cooper	Cllr Lord	

Apologies were received from Cllr Wall and Cllr Bence.

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

Part I

18. Declarations of Interest

18.1 In relation to the Medium Term Financial Strategy item:

- Cllr Sparkes declared a personal interest as Executive Member for Resources at Worthing Borough Council.
- Cllr Turley declared a personal interest as a Member of Worthing Borough Council.
- Cllr Burrett declared a personal interest as a Member of Crawley Borough Council.
- Cllr Hillier declared a personal interest as Cabinet Member for Economic Growth at Mid Sussex District Council.

19. Minutes of the last meeting of the Committee

19.1 Resolved – That the minutes of the meeting held on 13 September 2021 be approved as a correct record and that they be signed by the Chairman.

20. Medium Term Financial Strategy 2022/23 Report

20.1 The Committee considered the Medium Term Financial Strategy (MTFS) 2022/23 report from the Director of Finance and Support Services (copy appended to the signed minutes).

20.2 The Cabinet Member for Finance and Property introduced the report, supported by the Director of Finance and Support Services. They highlighted that the information given in the Autumn Budget is being considered however there will be no certainty until the Settlement Funding Assessment from Government is confirmed in mid-December.

20.3 The Committee made comments in relation to the MTFS including those that follow. It:

- Supported the broad budget principles which form the foundation of the MTFS report. It was requested that officers consider appending the Corporate Risk Register to the MTFS Report in future years.
- Commented on the funding receipt from business rates and its effect on the council's finances.
- Highlighted the significant increases to labour and material costs in construction and the effect this could have on the delivery and cost of in-progress and planned capital programme projects.
- Queried how the Government's Autumn and Winter Plan 2021/22 relates and affects this council. The Director of Finance and Support Services undertook to provide a response on this point.
- Sought reassurance that future efficiencies in Children's Services will mitigate the risks posed by increased placement costs and staffing costs, and whether the development of a Family Safeguarding model will deliver the improved outcomes and control costs. It was suggested that the Children and Young People's Services Scrutiny Committee be asked to consider this.
- Commented on the cost pressures in Adults Social Care to recruit additional care staff which must be balanced against the cost of delayed discharge from hospital on the NHS. It was agreed to ask the Health and Adult Social Care Scrutiny Committee to consider this matter.
- Queried whether a demographic change in urban areas and housing type across the county may impact upon this council's council tax receipt due to the increase in households eligible for the single person discount. The Director of Finance and Support Services undertook to provide a response on this point and raise the question of wider trends with other local authorities' Section 151 officers.

20.4 Resolved:

- 1) That the Committee notes and supports the broad budget principles which form the foundation of the Medium \term \financial Startegy report;
- 2) That the Committee asks the Children and Young People's Services Scrutiny Committee to review the Family Safeguarding Model to ensure it yields the benefits expected; and
- 3) That the Committee asks the Health and Adult Social Care Scrutiny Committee to review the implications of delayed discharges from hospital for both this Council and the NHS, and to review the continuing pressures experienced in the social care market.

21. People Framework

21.1 The Committee considered the People Framework Report from the Interim Director of HR and Organisational Development (copy appended to the signed minutes).

21.2 The Cabinet Member for Support Services and Economic Development introduced the report, supported by the Interim Director of HR and Organisational Development. They highlighted the reasons for adopting the Framework, its implementation, and the positive progress so

far with culture change at the council. The targets are reviewed annually and performance reported to the committee through the Performance and Resources Report (PRR).

21.3 The Committee made comments in relation to the People Framework including those that follow. It:

- Welcomed the directness of the report and recognised the challenges the council faced in addressing bullying and a poor organisational culture identified in the external inspections in 2018. Members of the Committee acknowledged the challenge culture change brings and that this is an on-going improvement process, and sought reassurance that corporate lessons had been learnt.
- Noted comments that more recognition of the KPIs is required to ensure that progress is on track and the suggestion of using SMART measures to monitor improvement.
- Sought reassurance that action has been taken to identify and remedy issues identified with poor people management and performance conversations, and highlighted the importance of understanding and addressing the reasons why 18% of staff surveyed did not feel supported by their line manager.
- Commented in relation to Theme two: Wellbeing, values and ways of working, that more emphasis should be included on helping staff develop and maintain a good work/life balance. It was suggested that 'dignity at work' is also considered.
- Welcomed the progress made over the last two years to recruit and retain staff, to reduce the number of senior interim roles, and to reduce the use of agency staff; this is an ongoing focus. Commented that whilst stability in the organisation is desirable it could have the related effect of stifling career progression for staff.
- Agreed that the progress on the People Framework targets should be kept under review and asked that it return to Committee for further scrutiny in 6 months' time once the permanent Director of HR and Organisational Development is in post.

21.4 Resolved:

- 1) That the Committee welcomes the positive progress being made via the People Framework;
- 2) That the Committee recognises the importance of addressing bullying and welcomes the input of the Cabinet Member for Support Services and Economic Development and officers in clarifying the actions being taken; and
- 3) That the Committee will review the progress and actions in achieving the objectives and targets of the Framework in six months' time.

22. Asset Strategy and Policy

22.1 The Cabinet Member for Finance and Property highlighted that the previous 18months have been challenging for the Property Team given the effects of Brexit and the Covid-19 pandemic. The existing Asset Policy and Strategy will be updated to align with the Our Council Plan priorities and

come before the Committee in March 2022. Feedback from Members to the evolution of the documents was welcomed.

22.2 The Committee received a verbal report from the Director of Property and Assets outlining the current position of the Asset Policy and Strategy. Key points of the update include:

- The Property Team is working through a significant number of challenges to asset management and the capital programme. The construction industry is also seeing reduced availability of labour and significant material cost increases however it is expected this will level out over time.
- The Asset Policy and Strategy were put in place in 2018; since then the team have put in place corporate landlords and the corporate landlords organisational group (CLOG) to assess how assets are used internally to align with user need, as well as establishing a property carbon reduction working group to help the council achieve its challenging aim to be carbon neutral by 2030.
- Increased energy costs over the last two years and lessons learned from Covid-19 will be taken onboard. Once the revised Asset Policy and Strategy documents are updated they will align with the Our Council Plan and assist the council to achieve its objectives in all areas.

22.3 The Committee made comments in relation to the Asset Policy and Strategy including those that follow. It:

- Welcomed the Committee seeing the updated Policy and Strategy documents at its March meeting. It will include the methodology that assets go through to assess their use, the route to declaring an asset surplus, and confirm when engagement with the local Members will occur.
- Requested that the updated Policy and Strategy consider, and where appropriate include, the outcomes of the new ways of working/smarter working projects.
- Requested information on the carbon reduction working group and sought reassurance the 2030 carbon neutral target is realistic.
- Emphasised the need for the local Member to be consulted on assets to be repurposed or declared surplus.

22.4 Resolved - That the Committee welcomes the opportunity to scrutinise the updated Asset Policy and Strategy, including the methodology behind assessing the use of assets, and raises a number of points which it asks are addressed in the future report.

23. Work Programme Planning and possible items for future scrutiny

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

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

- The updated Asset Policy and Strategy for the March 2022 meeting.
- Further scrutiny of the People Framework in six months' time.

23.3 Resolved – That the Committee’s Business Planning Group consider the items noted at 23.2 for inclusion into the future work programme.

24. Date of Next Meeting

24.1 The next meeting of the Committee will take place on Thursday 2 December 2021 at County Hall Chichester, commencing at 2.00pm.

The meeting ended at 1.13 pm

Chairman

This page is intentionally left blank

Report to Performance and Finance Scrutiny Committee

2 December 2021

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

Report by Director of Law and Assurance

Summary

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

The report (Annex B) reflects the position at the end of September 2021 and is the second document in the new reporting style.

Of the 53 performance measures, 42% of measures are reporting as 'green', 30% as 'amber' and 24% as 'red'. 4% have no rating currently attached to them as no data is available or a target has not been set.

The projected outturn forecast for 2021/22 is a £1.386m overspend, a reduction of £2.389m when compared to the June position.

The PRR also includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including service transformation and workforce. The service transformation section (Appendix 3) includes up-dates on the key projects currently being managed and the workforce statistics, (Appendix 6) provides quarterly information on KPIs.

The current Risk Register (Appendix 5) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

The Cabinet meeting on 3rd December will approve the Quarter 2 Performance and Resources Report. Cabinet will be asked to agree a recommendation for a £0.225m draw down from the £2.2m pay inflation contingency budget to fund the Fire and Rescue Service 1.5% pay award which has been agreed nationally and took effect from the 1st July 2021. The final pay award offer for 2021/22 to NJC employees has yet to be agreed.


Focus for scrutiny

The Committee is asked to consider the PRR (the Annex report attached). Areas for scrutiny include:

- Consider if the report addresses the concerns raised at the September meeting of the Committee, including changes to information content and format;
- The continuing impact of the Covid-19 emergency situation on the Council's performance and financial resilience;
- Consideration of the 2021/22 performance indicators and Risk Register;
- The effectiveness of measures taken to manage the Council's financial position and any non-delivery of identified savings;
- Any areas of concern in relation to the workforce indicators;
- Using all the information presented to the committee, identify any issues needing further in-depth scrutiny relevant to the Committee's portfolio area of responsibility;
- Identification of:
 - a) Any specific areas for action or response by the relevant Cabinet Member;
 - b) Any issues for further scrutiny by this Committee (or by one of the other scrutiny committees as appropriate).

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

1. Background and context

- 1.1 The Performance and Resources Report (PRR) is designed to be used by all Scrutiny Committees as the main source of the County Council's performance information.
- 1.2 Annex A – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report which are expected to be reviewed by the different scrutiny committees.
- 1.3 A number of **presentational updates** have been made to the Q2 Performance and Resources report (Annex B) following feedback from Scrutiny Committees on the Q1 report. These changes include:
- **Improvements to the Performance KPI Summary Table.**
 - A Summary Table has replaced the Summary Graph previously included. The new table shows the measures by portfolio, priority and the KPI RAG status.
 - **Improved Overarching Climate Change Priorities Inclusion.**
 - The KPI Summary Table now highlights the three Climate Change measures.
 - Performance highlights of the Responding to the Challenges Posed by Climate Change priority is included in the summary highlights section.
 - The three Climate Change KPIs have a  symbol and are highlighted in 'blue' to indicate they are a Climate Change measure.

- **Capital Section Review.**
 - Capital performance within the Portfolio Sections has been moved to the start of each capital section to enable the reader to focus on the performance of projects; this is complimented by the financial aspect of the capital programme and links the areas together. In addition, explanations of the capital finance movements (including additions to the programme) have been included for completeness and governance reasons.
 - **Performance KPI Arrows.**
 - The arrows on the KPI measures have been updated. A green upward arrow indicates that performance is improving, a downward red arrow indicates performance is worsening, and a horizontal amber arrow indicates no change to performance.
- 1.4 The County Council is focused on delivering the four priorities as set out in Our Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change. In the second quarter, the measures reported:
- 42% (22 measures) as 'Green'
 - 30% (16 measures) as 'Amber'
 - 24% (13 measures) as 'Red'
 - 4% (2 measures) are reported as having no RAG status, due to no target set or no data being available at this time.
- 1.5 During the summer, the council has continued to respond to the Covid-19 pandemic. There is uncertainty on the on-going impact of demand and costs for council services.
- 1.6 The **forecast outturn position for 2021/22 is currently projecting a £1.386m overspend.** This overall position assumes that costs related to the Covid-19 pandemic will be fully funded from grants and partner contributions. This position also excludes the use of the £6.4m general contingency and £2.2m of pay inflation contingency budget which are held separately.
- 1.7 **Key financial risks** arising across services include:
- Uncertainty in demand for services in adults and children,
 - The mix between internal and external placements for children,
 - The rising numbers of children requiring home to school transport,
 - The rising numbers of children requiring high needs education,
 - The non-delivery and delays of savings.

- 1.8 The impact of increasing costs within the **capital programme** continues to be monitored on a project-by project basis. The availability of materials and labour remains a significant risk for our capital programme and our project teams are working closely with contractors to anticipate problems before they arise. Any increase in budgets will need to be met from additional borrowing or through reprioritising existing approved pipeline projects.
- 1.9 In relation to **corporate risks**, there are four risks with a severity above the tolerance threshold:
- Cyber-security,
 - Failure of social care provisions,
 - Children’s Services will fail to deliver an acceptable provision to the community.
 - Unregistered care homes – children and young people will not be cared for in settings that best meet their needs.
- 1.10 All of the **Workforce Key Performance Indicators** are rated ‘Green’ except for one measure relating to employee disclosure rate for equality. The target for this measure is 30%, however the current level is 18%. Work is underway to improve the data collection in this area.
- 1.11 The main indicator for sickness absence is the rolling 12-month average number of calendar days sickness per FTE. The indicator is set at 15 calendar days with the quarter two data, reporting sickness of 14.9 calendar days. This is an increase of 1.3 calendar days since quarter one and is due to the impact of the pandemic and the rolling nature of the sickness KPI over a 12-month period.
- 1.12 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Annex A – How to Read the Performance and Resources Report

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

Section 1: Adults Services Portfolio

Section 2: Children and Young People Portfolio

Section 3: Learning and Skills Portfolio

Section 4: Community Support, Fire and Rescue Portfolio

Section 5: Environment and Climate Change Portfolio

Section 6: Finance and Property Portfolio

Section 7: Highways and Transport Portfolio

Section 8: Leader (including Economy) Portfolio

Section 9: Public Health and Wellbeing Portfolio

Section 10: Support Services and Economic Development Portfolio

Appendix 1: Revenue Budget Monitor and Reserves

Appendix 2: Covid-19 Summary

Appendix 3: Service Transformation

Appendix 4: Capital Monitor

Appendix 5: Corporate Risk Register

Appendix 6: Workforce

Background Papers

None


This page is intentionally left blank

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:




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

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

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

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

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

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

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

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

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

Scrutiny Committee Documents

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

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

PRR Matrix – Documents for Scrutiny Committees

Scrutiny Committee Elements of Performance and Resources Report

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

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers

Performance and Resources Report – September 2021 (Quarter 2)

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

Introduction

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

Overview

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

Our Council Plan Priorities: Highlights

Keeping People Safe from Vulnerable Situations

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

Agenda Item 4 Annex B

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

A Sustainable and Prosperous Economy

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

Helping People and Communities Fulfil Their Potential

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

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

Making the Best Use of Resources

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

Responding to the Challenges Posed by Climate Change

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

Performance Summary – Our Council Plan

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

Table 1 – Performance by Portfolio/Priority

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

KEY:

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

Finance Summary

National Overview

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

Table 2 – Inflation Table CPI and RPI

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

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

County Council Financial Overview

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

Table 3 – Contingency Budget – Impact of Potential Pay Inflation

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

Projected Outturn Summary

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

Table 4 – Projected Outturn and Variation by Portfolio

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

-3,000 -2,000 -1,000 0 1,000 2,000 3,000
(£'000)

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

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

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

Savings Update

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

Agenda Item 4

Annex B

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

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

Table 5 – Savings by Portfolio

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

Savings Key:

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

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

Covid-19 Grants and Income Summary

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

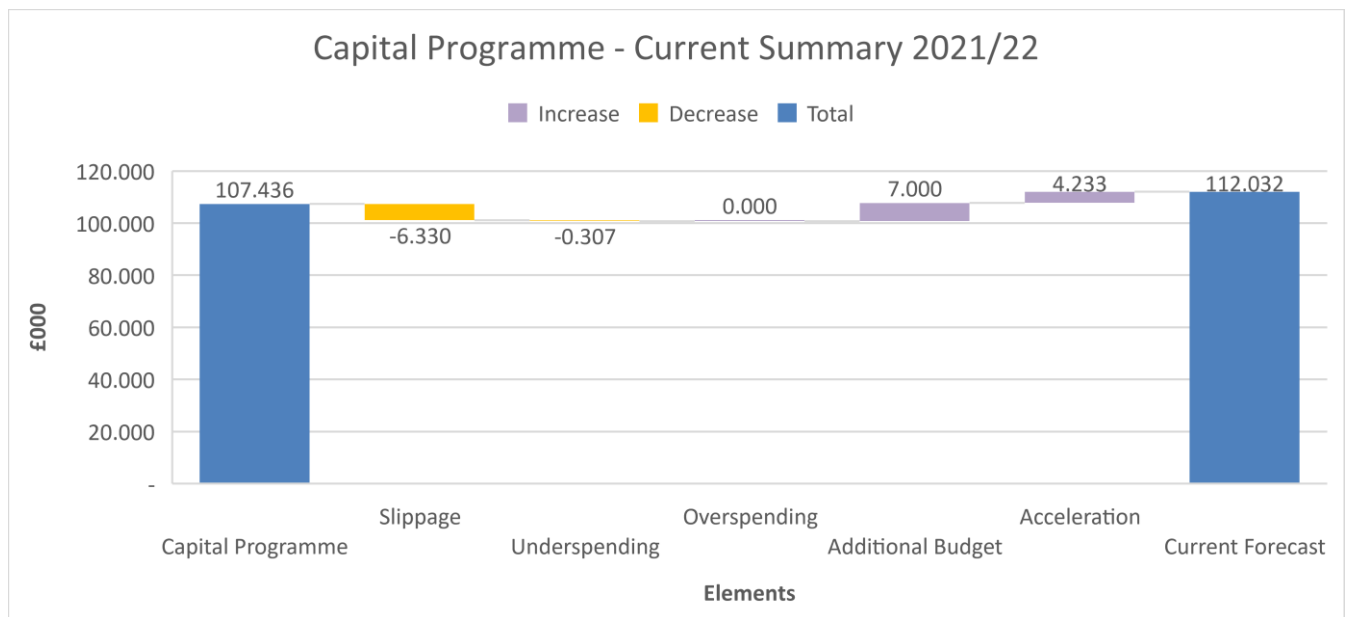
Capital Programme Summary

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

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

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

Graph 1 – Capital Programme



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

Corporate Risks

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

Workforce

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

Sections and Appendices

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

Adults Services Portfolio – Summary

Performance Summary

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

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

Our Council Performance Measures

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

Agenda Item 4 Annex B Section 1

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

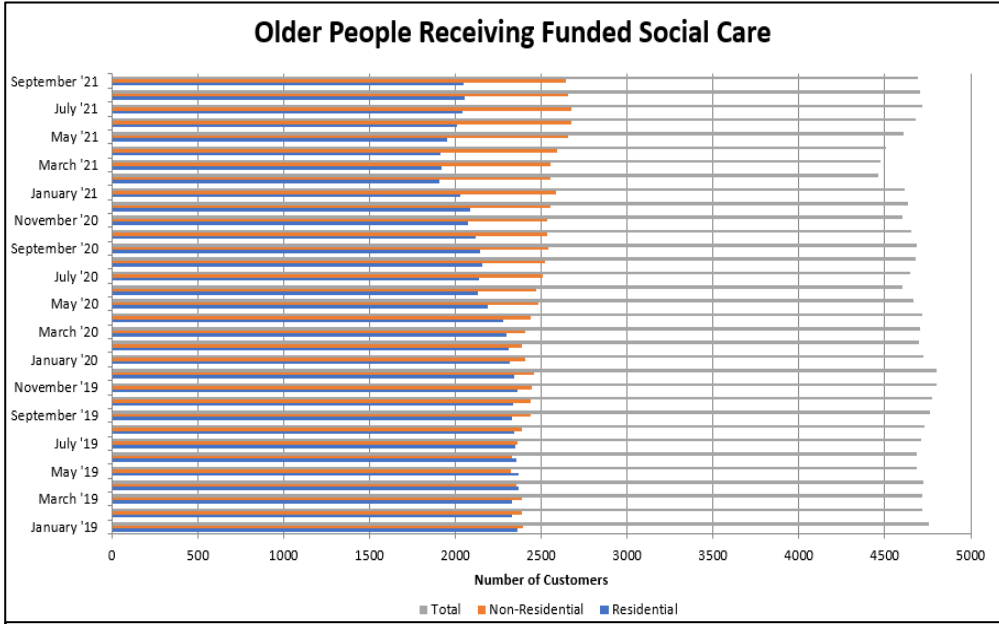
Key Financial Issues and Risks Arising		Narrative	Cost Driver	Q1		Q2		Action	Trajectory
ADULTS 1	Older People's Care Budget	Key cost driver data influencing the trajectory of the older people's care budget	No. of older people with a care package	4,681	↗	4,694	↔	Customer numbers have returned to pre-Covid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

Financial Narrative on the Portfolio's Position

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

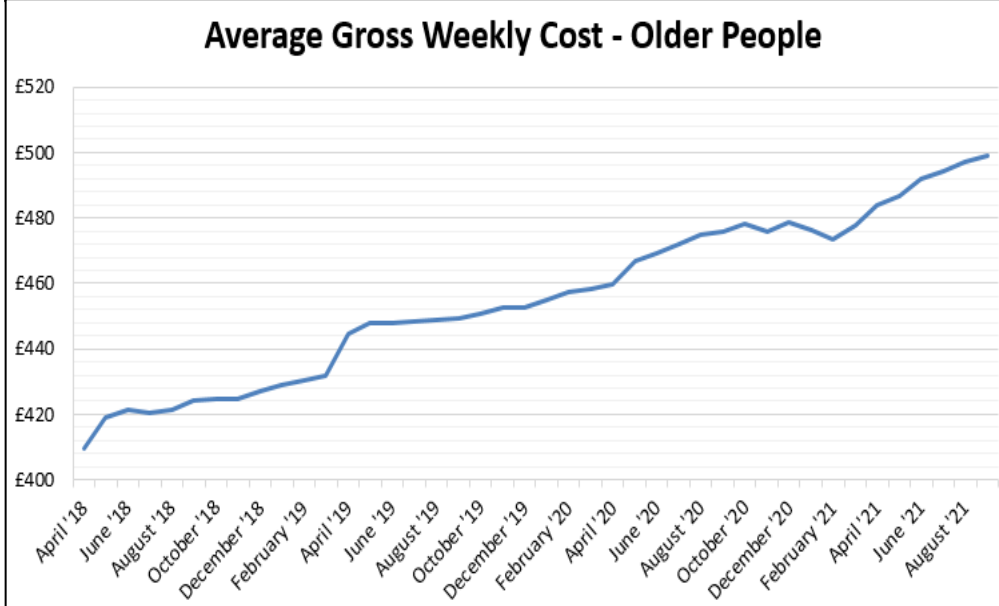
6. **Customer contributions towards care costs.** The current exercise to financially reassess approximately 3,750 non-residential customers for 2020/21 is almost complete. There are just over 250 customers who have not responded and who will be targeted in October; another 120 customers have outstanding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

Cost Driver Information



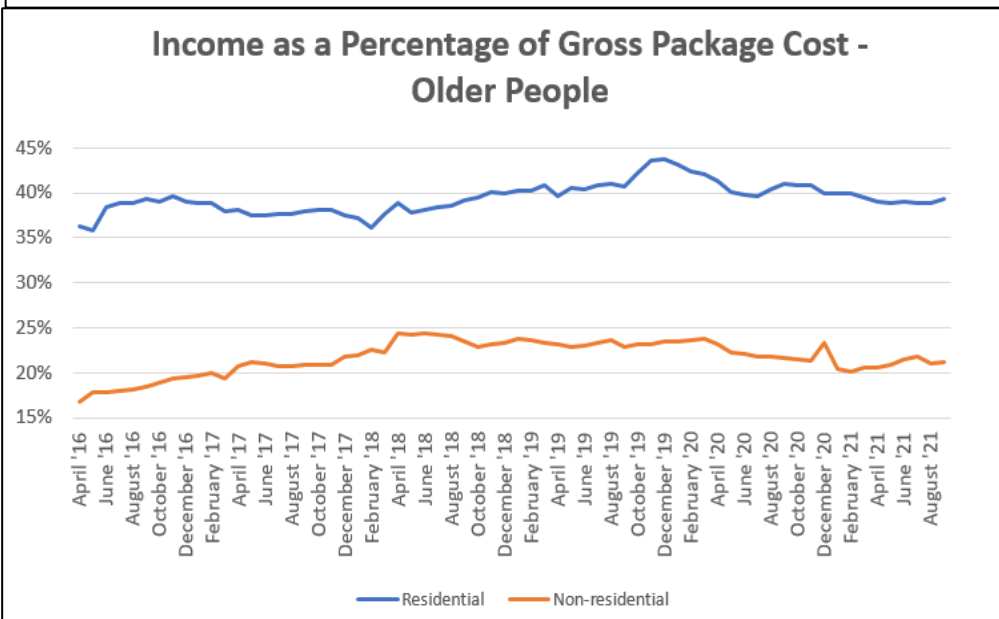
This graph shows the number of older people receiving funded social care and the type of care package.

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

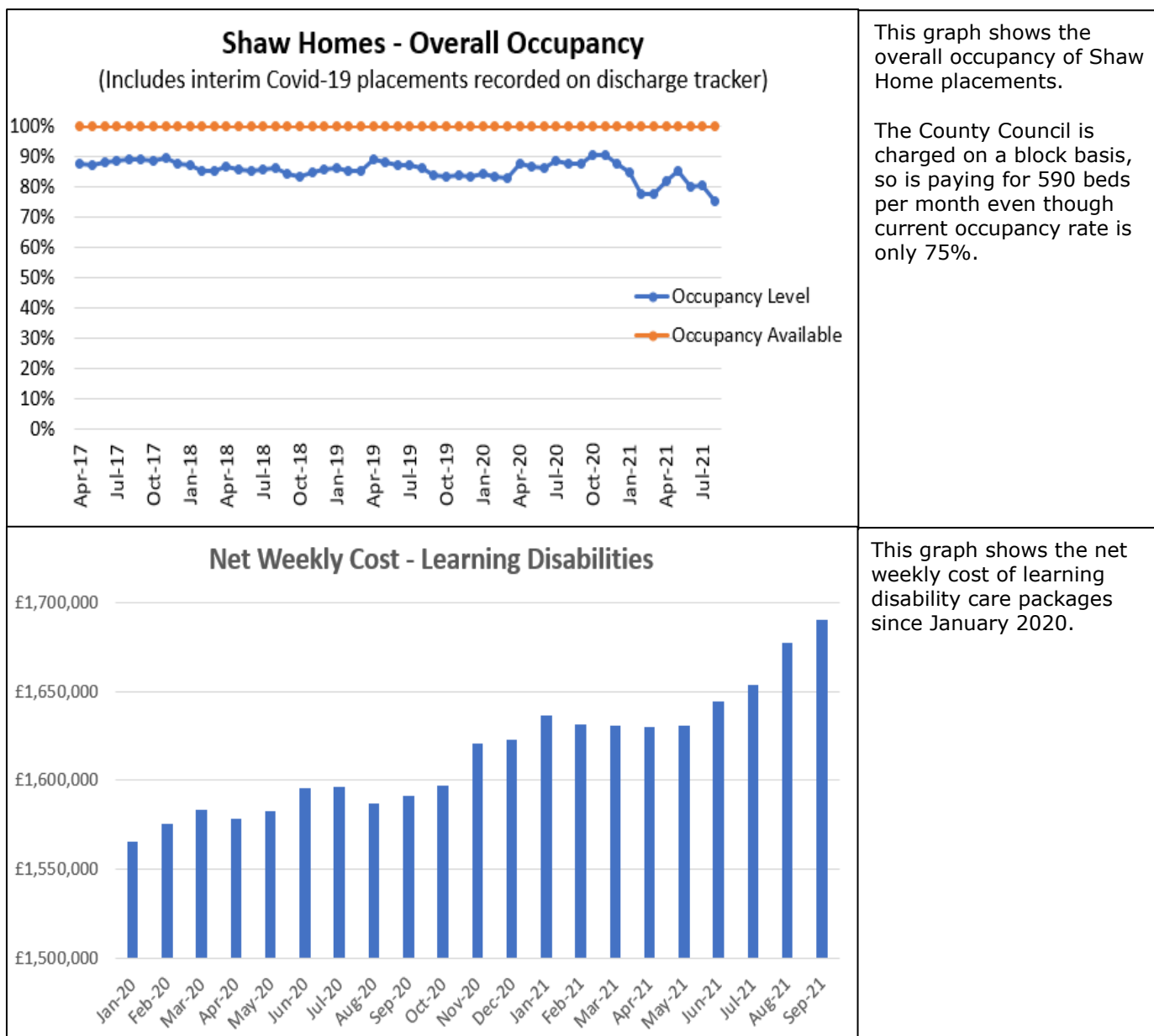


This graph shows the average gross weekly cost of older people since April 2018.

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



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



Savings Delivery Update

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

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

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

Savings Key:

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

Capital Programme

Performance Summary - Capital

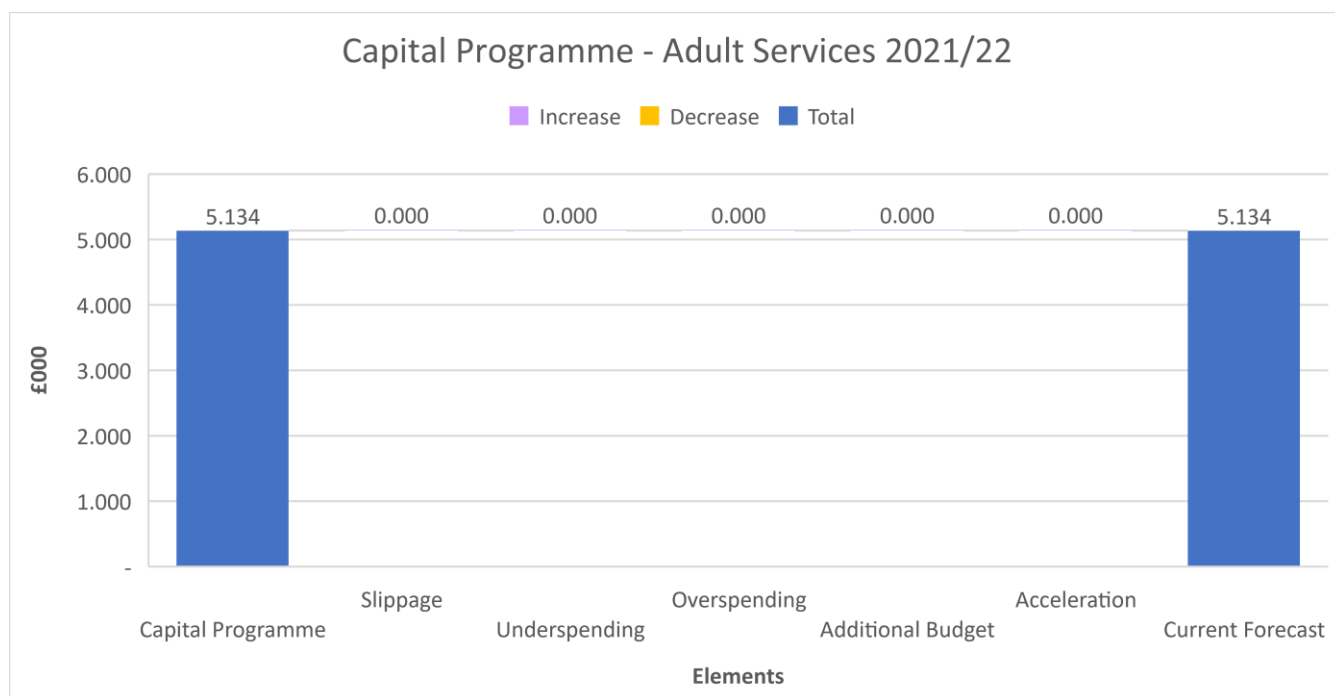
12. There are three schemes within this portfolio; one of the schemes in delivery is rated green, indicating that the project is reporting to plan. There are two rated amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team. An update on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

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

Finance Summary - Capital

13. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £2.039m for 2021/22. £3.095m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.134m.

14. Since this time, the profiled spend has remained the same resulting in a current year end projection for 2021/22 of £5.134m.



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

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

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

Risk

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

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

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

This page is intentionally left blank

Children and Young People Portfolio – Summary

Performance Summary

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

Our Council Performance Measures

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

Agenda Item 4 Annex B Section 2

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

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

Finance Summary

Portfolio in Year Pressures and Mitigations

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

Key Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

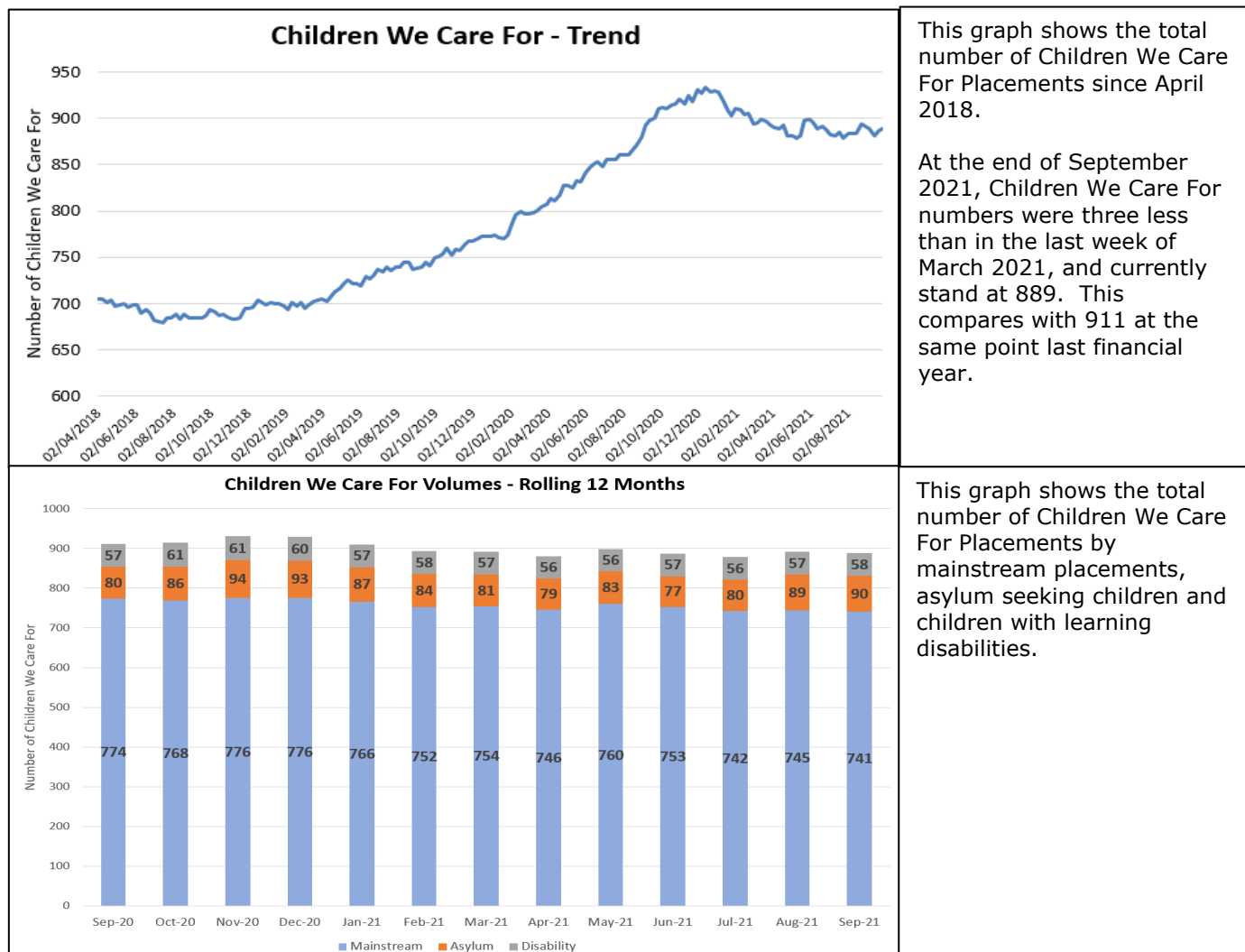
2. There has been a significant improvement in the budget position since the Quarter 1 report. The Portfolio is now projecting a £0.5m overspend, a reduction of £2.6m when compared to June. The main movements are described below:

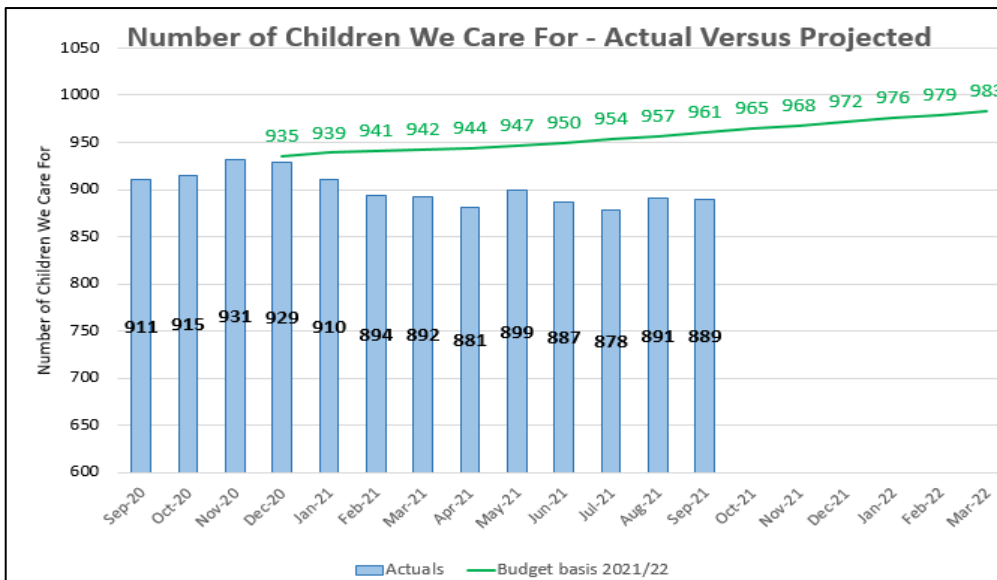
- **Mainstream placement costs.** A significant improvement in the mix of placements for Children We Care For (CWCF) since July is now emerging, leading to a reduction of £1.0m.
- **Social care staffing.** Between June and September, there have been a higher number of vacant posts (that were not filled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

Agenda Item 4
Annex B Section 2

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

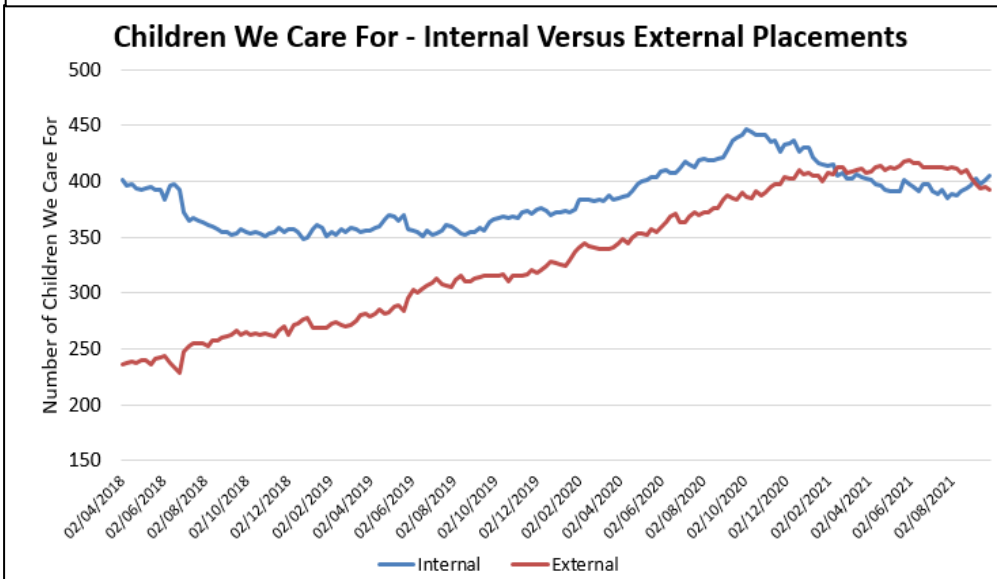
Cost Drivers Information





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

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



This graph shows the internal and external placement mix.

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

Savings Delivery Update

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

Saving Activity	2020/21 Savings £000	September 2021		Narrative	2022/23
Lease of vacant properties to reduce intentionally homeless costs	150	44	G	£0.044m is the full year effect of one family who were accommodated under this scheme in 2020/21, plus the estimated in year saving from one further family moving from bed and breakfast accommodation into the second property.	G
		56	R		R

Agenda Item 4
Annex B Section 2

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

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

Savings Key:				
R Significant Risk	A At Risk	G On Track	B Delivered	

Capital Programme

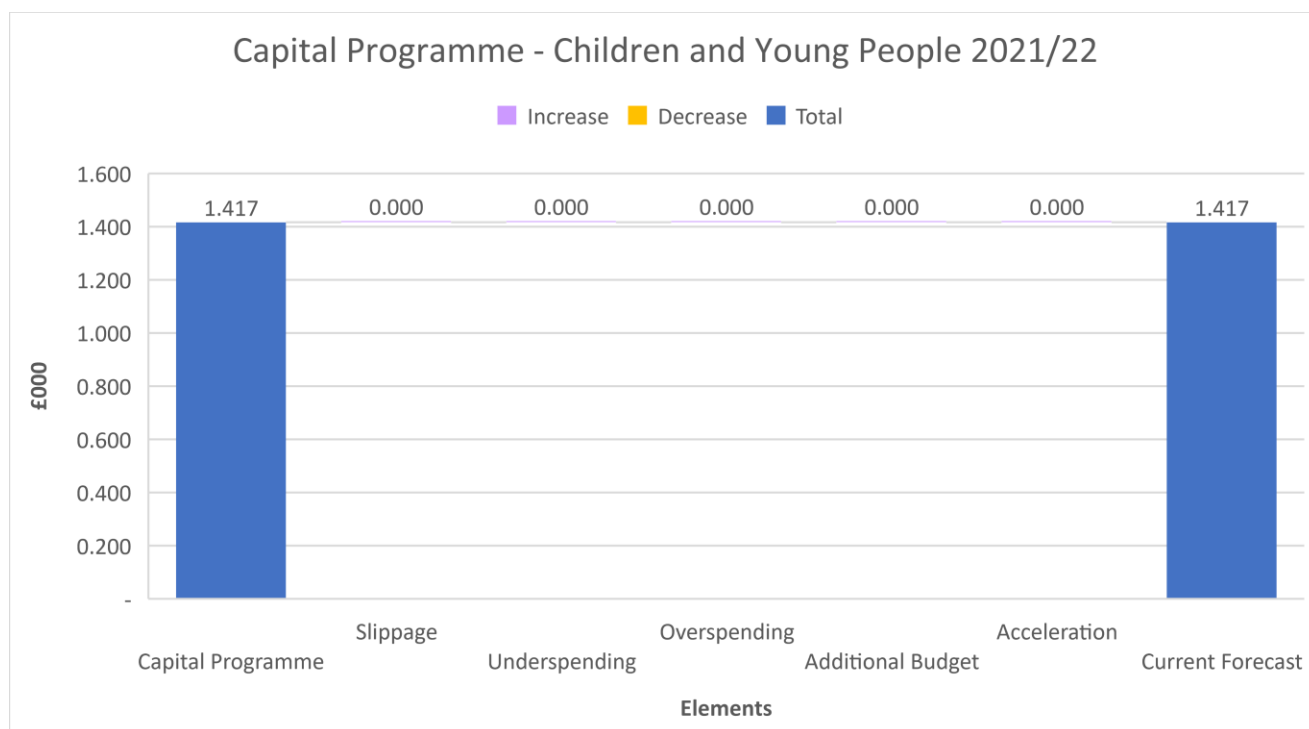
Performance Summary - Capital

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

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

Finance Summary - Capital

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



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

Risk

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

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

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

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

This page is intentionally left blank

Learning and Skills Portfolio - Summary

Performance Summary

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

Our Council Performance Measures

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

Agenda Item 4 Annex B Section 3

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Agenda Item 4
Annex B Section 3

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

Significant Financial Issues and Risks Arising- Dedicated Schools Grant

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

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

Agenda Item 4
Annex B Section 3

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

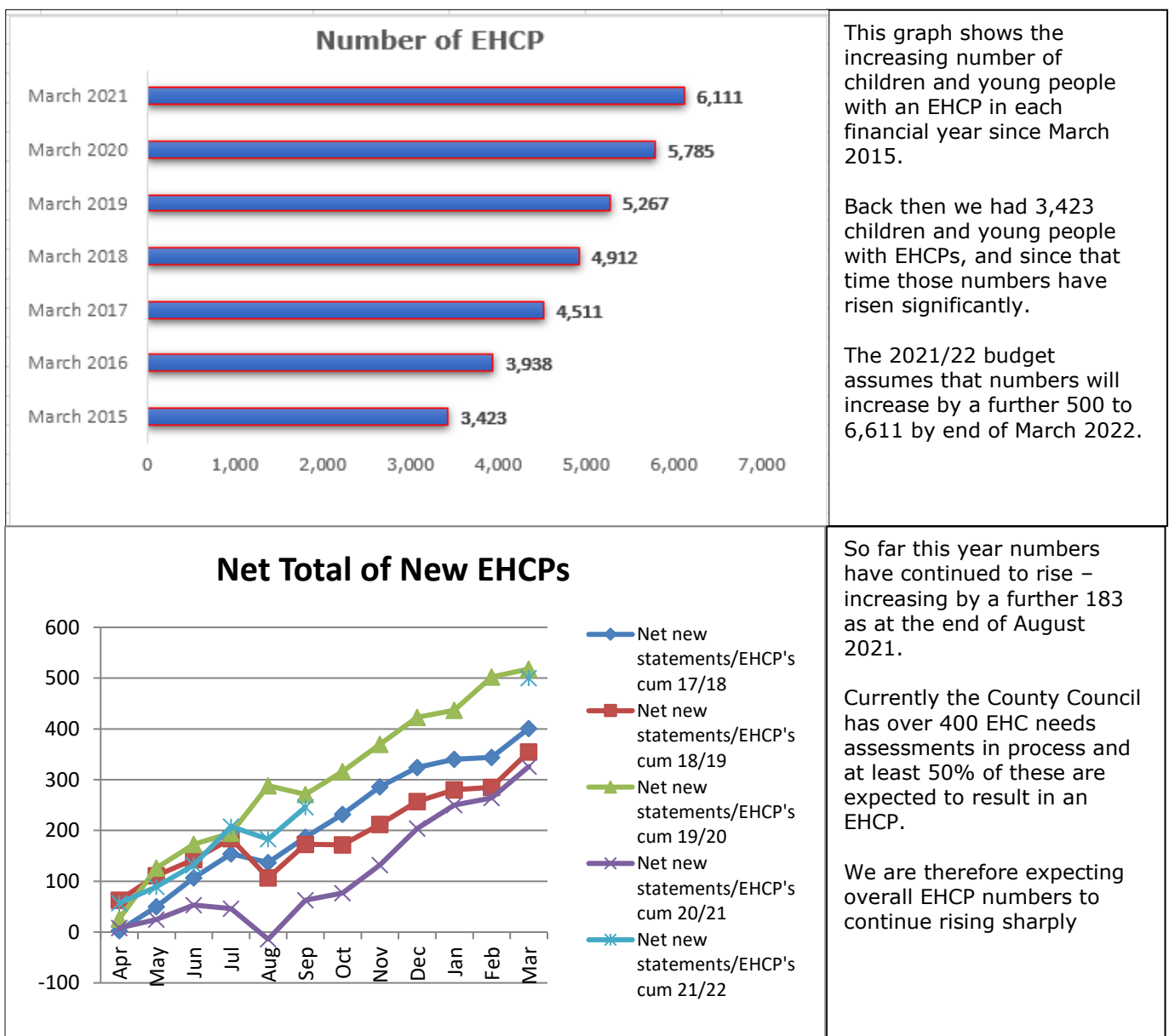
Financial Narrative on the Portfolio's Position

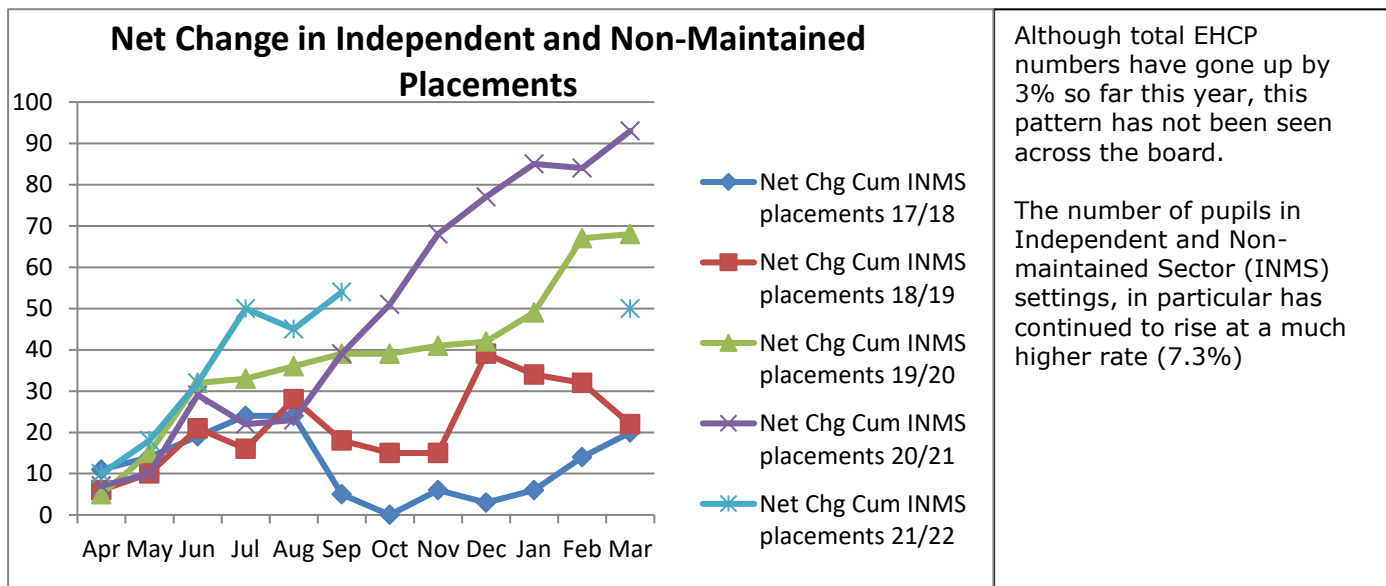
2. The Learning and Skills Portfolio is projecting a £1.901m overspend.

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

Cost Driver Information

- The Education and Health Care Plan assesses the needs of a child in the context of the Education budget, it is a major cost driver in relation to the Local Authority funded Home to School Transport budget and the DSG funded High Needs block.
- One of the main reasons for the increasing level of EHCPs has been the extension of support to young people up to the age of 25. Statements previously lapsed at age 19, however since 2015 when the system was reformed, West Sussex, along with all other local authorities, has been supporting a new cohort of young people aged 19-25 for which they have received no additional funding. Fortunately, the educational needs of the majority of these additional pupils are met from within the funding that the colleges receive directly from government.





Savings Delivery Update

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

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

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

Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

Capital Programme

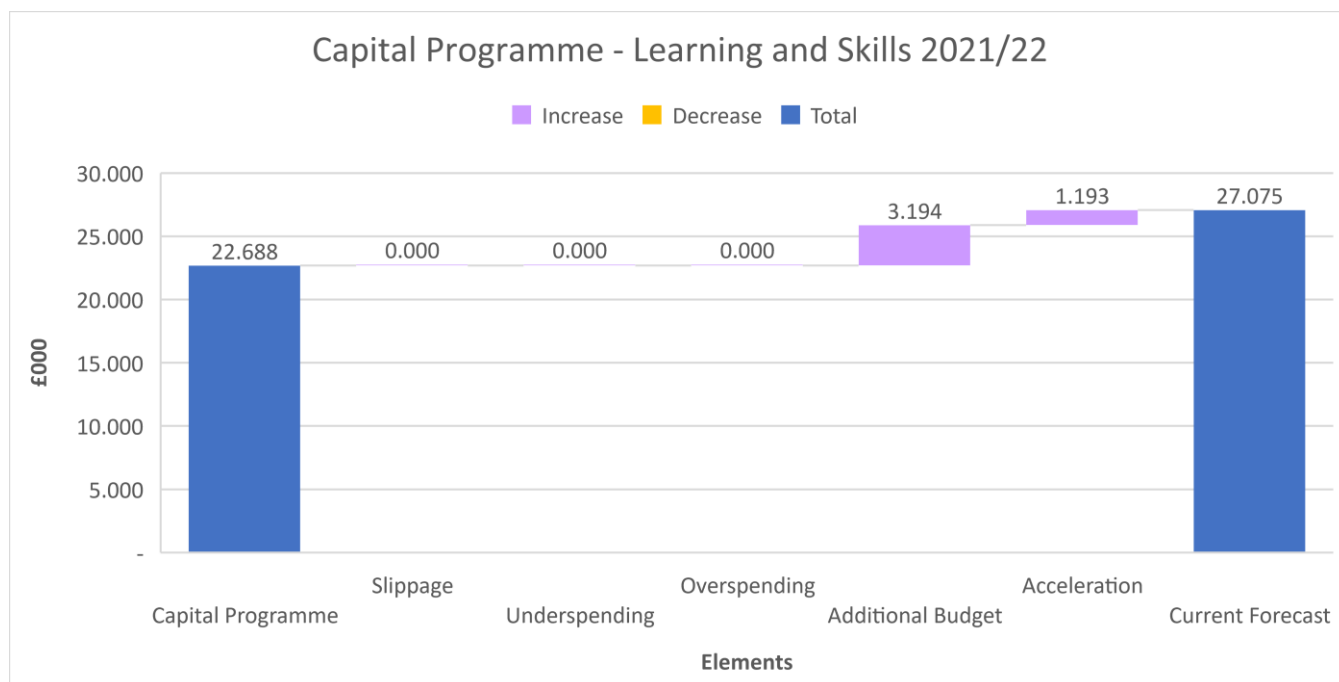
Performance Summary - Capital

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

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

Finance Summary - Capital

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



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

- **Additional Budget: £3.194m**

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

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

- **Acceleration: £1.193m**

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

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

Risk

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

This page is intentionally left blank

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

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

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

Agenda Item 4
Annex B Section 4

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

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

Our Council Performance Measures

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

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

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

Savings Delivery Update

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

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

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

Savings Key:							
R	Significant Risk	A	At Risk	G	On Track	B	Delivered

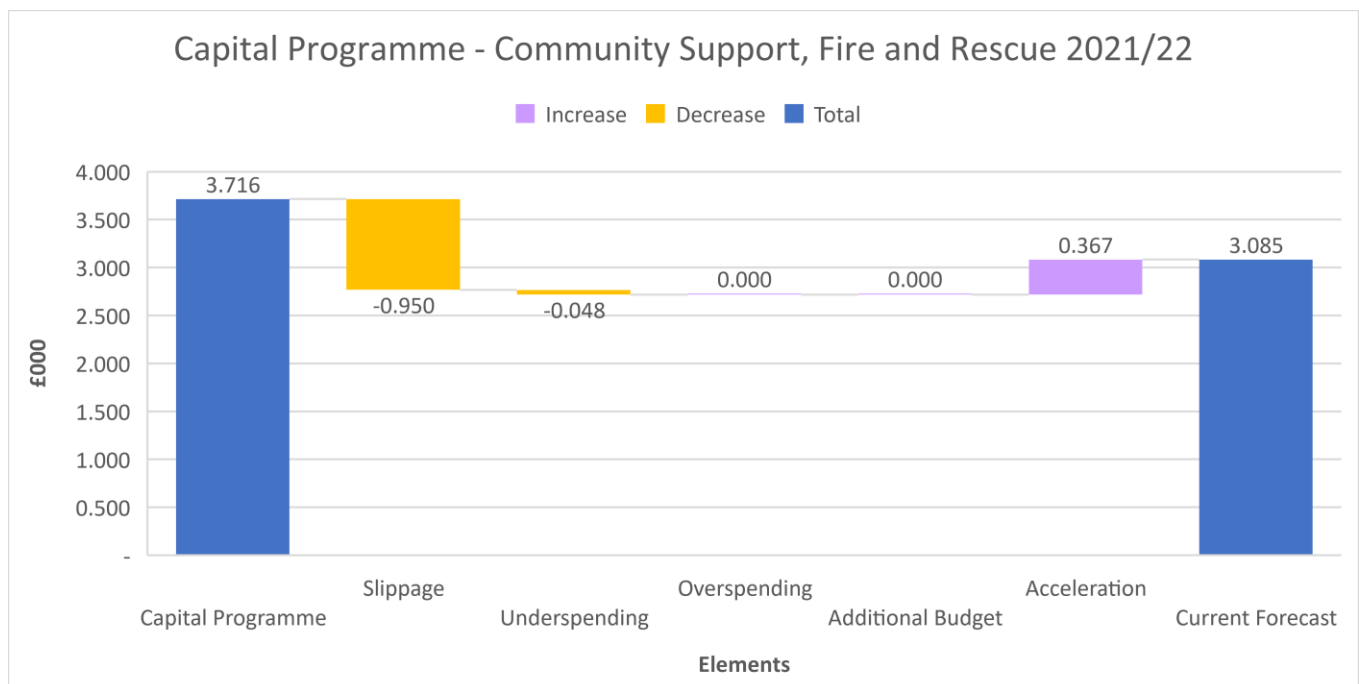
Capital Programme

Performance Summary - Capital

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

Finance Summary - Capital

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



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

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

- **Underspending: (-£0.048m)**
 - **Library Self Service Terminals – (-£0.048m).** The project has completed with a small underspend. The funding will be returned to fund future capital schemes.
- **Acceleration: £0.367m**
 - **Worthing Community Hub - £0.367m.** The project is expected to complete in 2021/22, therefore funding from future years has been accelerated in line with the project completion date.

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

Risk

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

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

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

Environment and Climate Change Portfolio - Summary

Performance Summary

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

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

Our Council Performance Measures

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

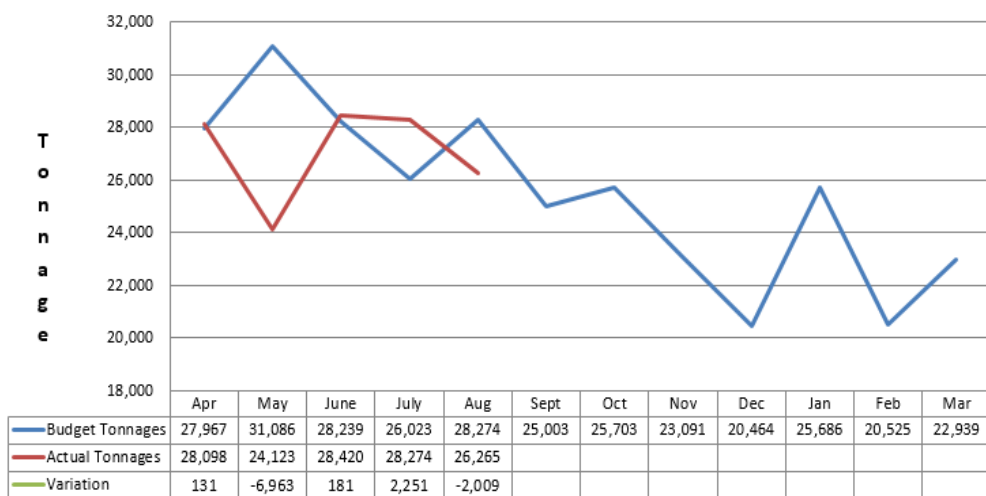
2. There are no significant issues to raise within this section.

Financial Narrative on the Portfolio's Position

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

Cost Driver Information

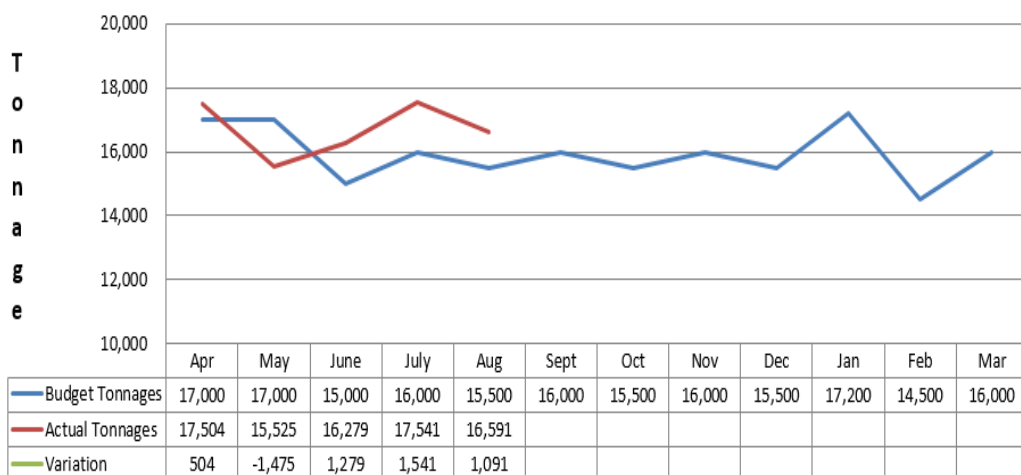
Contract Handling Fee Tonnage (HWRS & Transfer Stations) 2021/22



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

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

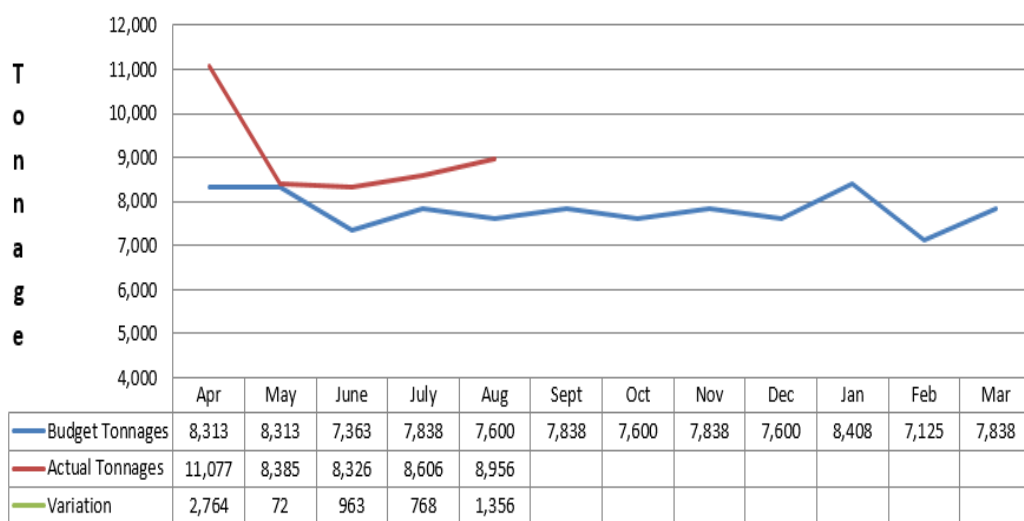
Monthly Tonnage Profile and Actual Waste Entering the MBT and Waste Sent Direct to Landfill 2021/22



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

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

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



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

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

Savings Delivery Update

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

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

Savings Key:

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

Capital Programme

Performance Summary - Capital

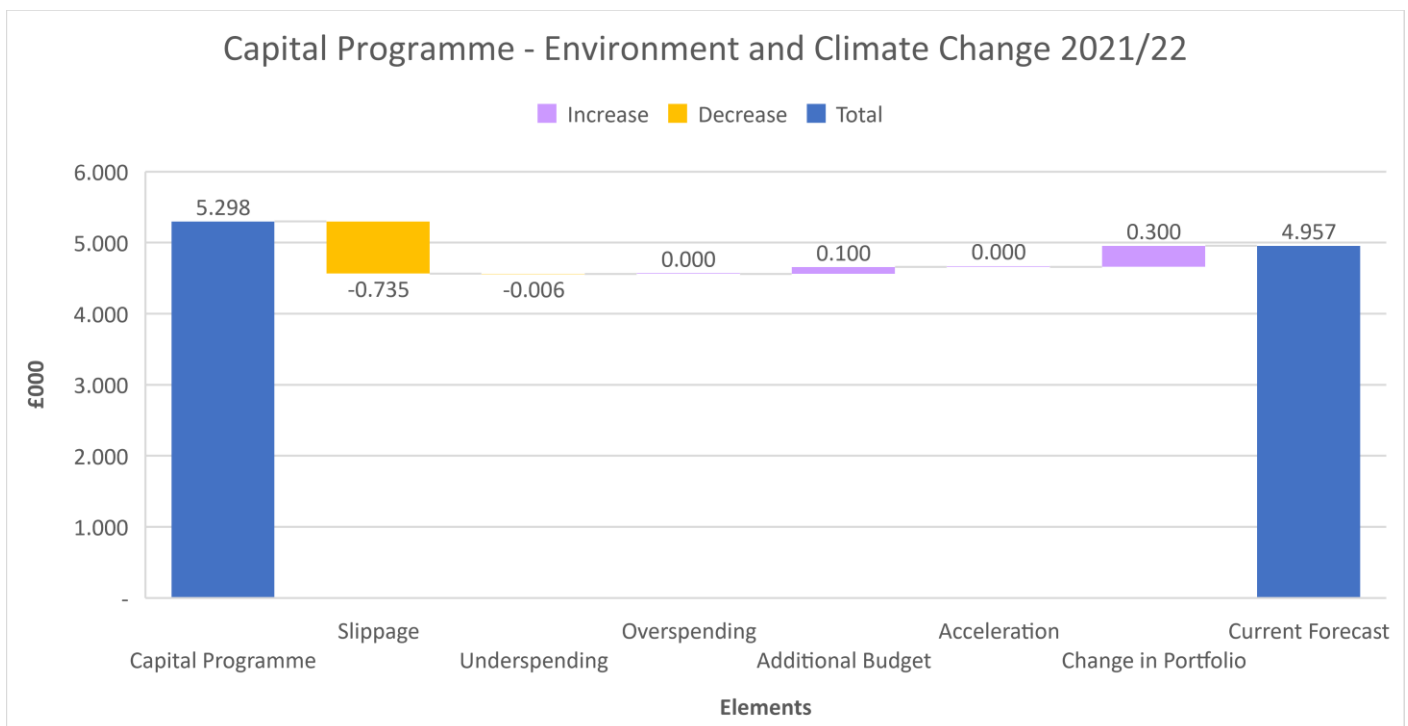
10. There are eight schemes within this portfolio; five of the schemes in delivery are rated green, indicating that the project is reporting to plan. Three are rated amber, indicating that there is an issue but that it could be dealt with by the project manager or project delivery team. An update on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

Agenda Item 4
Annex B Section 5

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

Finance Summary - Capital

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



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

- **Slippage: (-£0.735m)**

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

- **Underspending: (-£0.006m)**

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

- **Additional Budget: £0.100m**

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

- **Change in Portfolio: £0.300m**

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

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

Risk

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

This page is intentionally left blank

Finance and Property Portfolio - Summary

Performance Summary

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

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

Our Council Performance Measures

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

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

Savings Delivery Update

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

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

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

Savings Key:

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

Capital Programme

Performance Summary - Capital

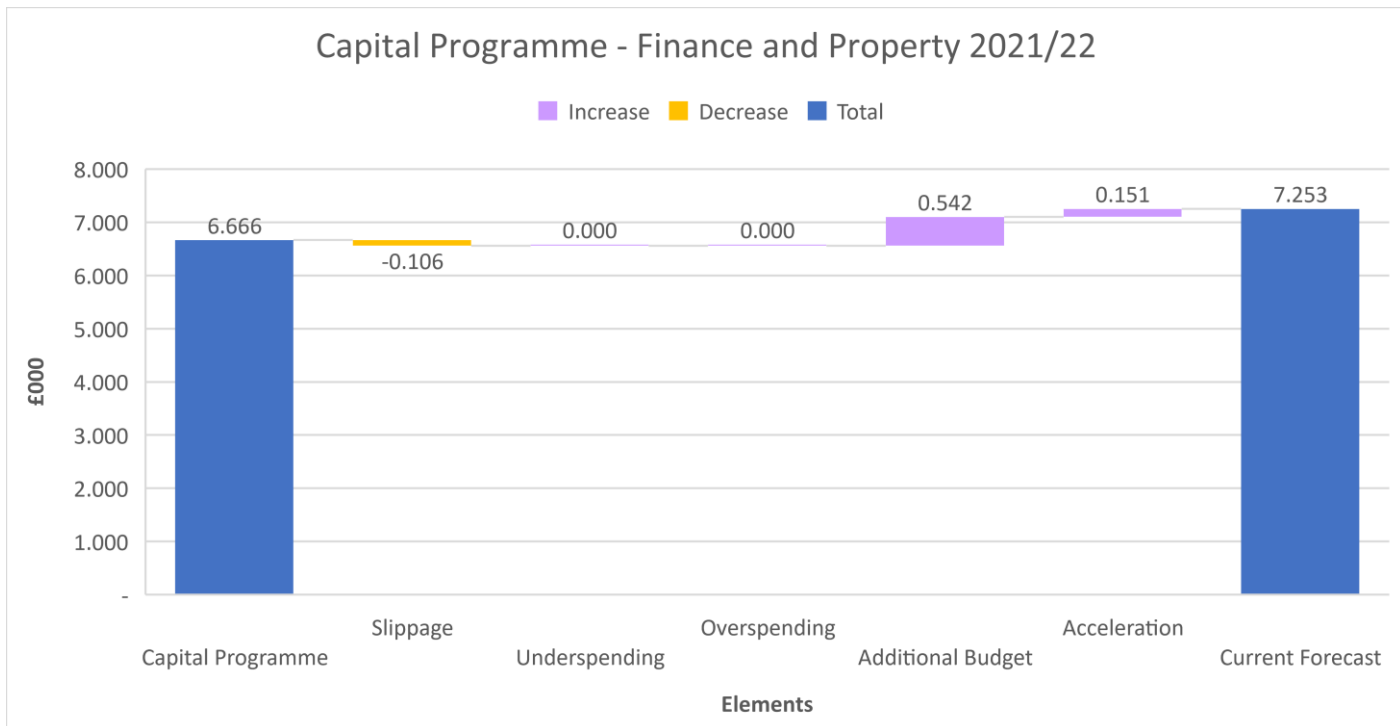
5. There are eight schemes within the portfolio; six of the schemes in delivery are rated green, indicating that the project is reporting to plan. Two are rated amber, indicating that there is an issue but that it could be dealt with by the project manager or project delivery team. An update on the progress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

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

Finance Summary - Capital

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

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



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

- **Slippage: (-£0.106m)**
 - **Orchard Street - (-£0.106m).** Chimney closure and roof ventilation works have been delayed due to the pandemic. Expenditure has been reprofiled into 2022/23.
- **Additional Budget: £0.542m**
 - **Chichester High School Demolition - £0.542m.** Additional funding has been approved from the County Council’s Covid-19 grant to complete the demolition of the former Year 7 block at the Chichester High School site following its delay during the pandemic.
- **Acceleration: £0.151m**
 - **Tangmere Track Repairs - £0.090m.** This scheme has been approved for urgent remedial works to be carried out to the worst affected areas of the track.
 - **Hop Oast Fencing - £0.061m.** Funding has been approved for the construction of a secure parking compound at Hop Oast Park and Ride.

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

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

Risk

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

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

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

This page is intentionally left blank

Highways and Transport Portfolio - Summary

Performance Summary

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

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

Our Council Performance Measures

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

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

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

Savings Delivery Update

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

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

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

Savings Key:

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

Capital Programme

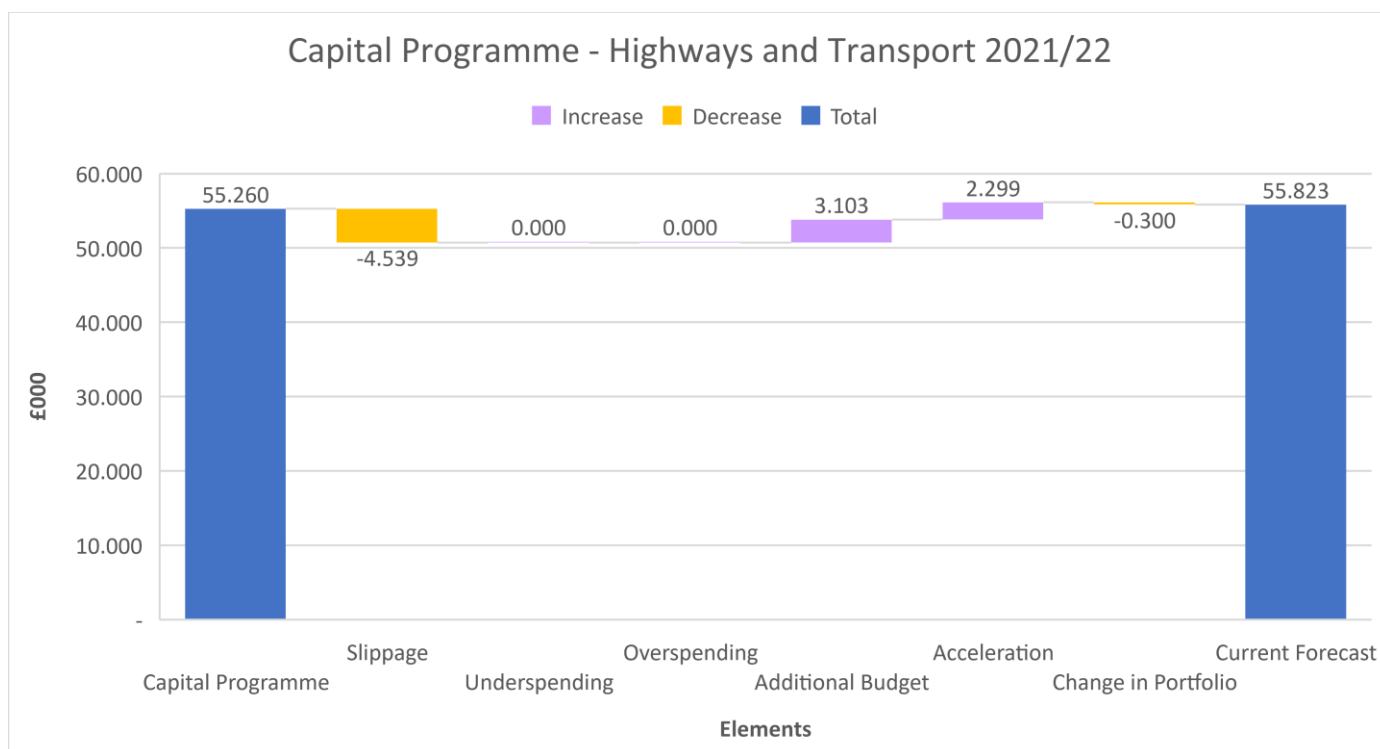
Performance Summary - Capital

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

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

Finance Summary - Capital

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



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

- **Slippage: (-£4.539m)**
 - **A29 - £4.539m.** Scheme is delayed due to submission of regulation 25 planning application and ongoing discussions about land dedication and access. Construction start date is now expected in September 2022.
- **Additional Budget: £3.103m**
 - **Annual Works Programme - £3.004m.** Final grant notification from government has been received with West Sussex receiving a higher settlement than estimated in the capital programme. The capital programme has been updated accordingly.
 - **A2300 - £0.096m.** A contribution from Homes England toward utilities diversion works prior to the construction of a new roundabout on the A2300 has been added to the capital programme profile.
- **Acceleration: £2.299m**
 - **A2300 - £2.299m.** Scheme is now in delivery and progressing quicker than first anticipated, therefore profiling has been revised to align with the latest cost forecast from the contractor.
- **Change in Portfolio: (-£0.300m)**
 - **Operation Watershed - (-£0.300m).** Portfolio responsibilities for Operation Watershed have moved from Highways and Infrastructure to Environment and Climate Change.

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

Risk

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

This page is intentionally left blank

Leader Portfolio (including Economy) - Summary

Performance Summary

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

Our Council Performance Measures

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

3. The Leader Portfolio is currently projecting a balanced budget.

Savings Delivery Update

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

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

Savings Key:

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

Capital Programme

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

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score	Comment/ Update
CR68	The government have placed restrictions and imposed requirements on Local Authorities to support in the management of the Covid-19 pandemic. If local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness.	25	15	Severity reduced due to success of ongoing mitigations.
CR70	There is an increasing demand placed on the senior officers due to the ongoing threat of Covid-19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with strategic/organisational issues , leading to poor decision making.	16	12	Risk severity reduced due to progress of ongoing mitigations and current Covid-19 situation. Risk tolerated and will continue to be monitored.
CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	8	8	
CR65	The review of corporate leadership, governance and culture recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.	8	6	Risk severity reduced due to completed action and progress of ongoing mitigations. Risk tolerated and will continue to be monitored.

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

This page is intentionally left blank

Public Health and Wellbeing Portfolio - Summary

Performance Summary

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

Our Council Performance Measures

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

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

Savings Delivery Update

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

Capital Programme

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

Risk

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

Support Services and Economic Development Portfolio - Summary

Performance Summary

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

Our Council Performance Measures

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

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

Agenda Item 4 Annex B Section 10

47	Leadership and management - percentage positive response to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously"	75.0%		Nov-20	May-21	<p>Next results due November 2021. This question was introduced in November 2020.</p> <p>Getting the best from our people – Leaders will create a culture that values staff and will have the skills and knowledge required to lead and support teams and individuals through a coaching style of leadership to encourage accountability, innovation and creativity. Benefits to staff: They are a clear sense of purpose, and staff feel valued and treated with integrity and experience a higher sense of wellbeing. Benefits to residents: Those closest to the point of service delivery inform leadership thinking and decision making Progress: An improvement in positive responses to this question has been seen across the organisation since the previous Pulse Survey – 73% to 82%.</p>	<p>Development of our new coaching pathway</p> <ul style="list-style-type: none"> - Support for Managers & Leaders to undertake relevant professional qualifications (E.g. LLM - The Institute of Leadership & Management, Coaching Professional) via the apprenticeship programme. - Creation of the West Sussex VIBE (Values, Behaviours and Expectations) outlining how our success is achieved not just by "what we do" but also "how we do it" and appropriate management and leadership development to embed this. - Facilitated reflective conversations with teams around their experience in the workplace and lessons learned. 	G
			New Measure - No Data	73.0%	82.4%			
48	Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues"	86.0%		Nov-20	May-21	<p>Next results due November 2021. This question was introduced in November 2020.</p> <p>We have an inclusive and supportive culture, work in partnership and reward individual and team contribution. The views & concerns of staff, including those from underrepresented groups inform organisational learning & Improved employment experience. Benefits to staff: Staff feel supported and listened to and their individual contribution is valued which results in a higher sense of wellbeing. Benefits to residents: Services are more diverse and representative of the residents they support, staff are supported to work efficiently and effectively in support of residents. Progress: An improvement in positive responses to this question has been seen across the organisation since the previous Pulse Survey – 86% to 91%.</p>	<ul style="list-style-type: none"> - The appointment of a new Diversity & Inclusion lead within The Human Resources & Organisational Development function to support senior leads across The organisation ensure all staff feel valued. - Directorate and Organisational Engagement Sessions on focussed topics to ensure staff input into future ways of working. - on-going work with our staff Networks to ensure everyone has a voice and promote continuous improvement of The employee experience. - Dignity and Respect Kickstart project as part of The Human Resources People Framework exploring empowering solutions to support and improve employee voice. - Development of Dignity and Respect at work policy. 	G
			New Measure - No Data	86.0%	90.6%			
51	Percentage of digital services available from WSCC to support self-service	60.0%		Mar-20	Jun-21	<p>With further transactional services added to this measure, we anticipate we will continue to achieve this target at the end of the year.</p>	Not applicable.	G
			New Measure - No Data	62% pre-covid data	65.0%			

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

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

Savings Delivery Update

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

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

Agenda Item 4
Annex B Section 10

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

Savings Key:

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

Capital Programme

Performance Summary

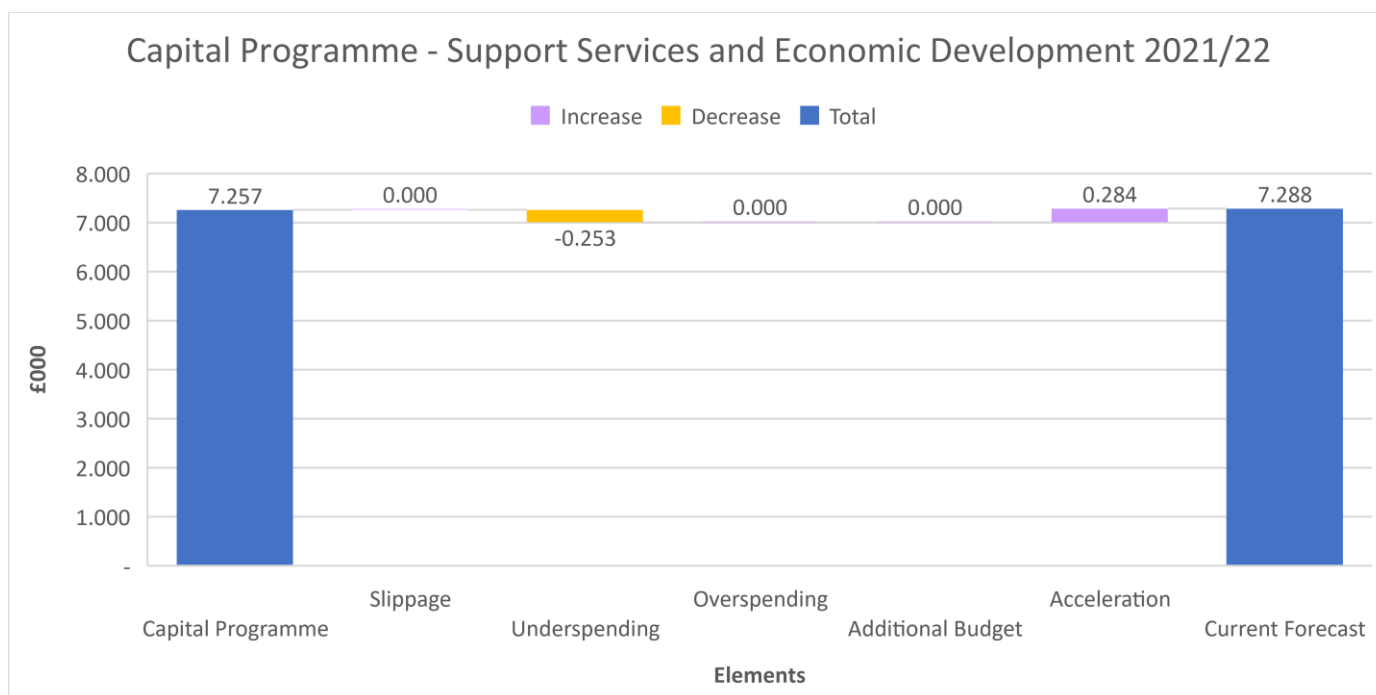
8. There are 10 schemes within the portfolio. Nine of the schemes in delivery are rated green, indicating that the project is reporting to plan. One is rated amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team. An update on the progress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

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

Finance Summary

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

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



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

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

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

Risk

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

Agenda Item 4
Annex B Section 10

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR71	As part of the 'new normal' WSCC staff will be expected to continue to work from home (current exceptions being areas of critical business that cannot function in this way and staff unable to work in a safe environment at home). This may adversely affect the mental and physical wellbeing (and emotional resilience) of staff which will lead to an increase in absences and poor service delivery to residents.	8	8
CR11	There is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems recruiting and retaining staff in key skills areas.	12	12
CR39a	As a result of failing to maintain and ensure the correct use of our security systems and protocols, there is a risk of a successful cyber-attack directly from external threats; or indirectly as a consequence of staff accessing unsafe links from external sources and unauthorised/insecure website browsing. This will lead to significant service disruption and possible data loss.	25	25
CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	9	9
CR50	WSCC are responsible for ensuring the health and safety at work of its staff and residents. There is a risk that if there is a lack of Health and Safety awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health and safety incident occurring.	9	9

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

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

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

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

Agenda Item 4

Annex B Appendix 1

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

Covid-19 Summary - As At 30th September

Finance Summary

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

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

Table 1 – Covid-19 Expenditure by Portfolio

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

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

Committed 2022/23 Capital Contribution	£1.723m
--	----------------

Total Remaining Unallocated Grant	(£10.117m)
--	-------------------

Covid-19 Key Decisions During 2021/22

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

Table 2: Key Decisions Which Have Impacted in Year Expenditure

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

Covid-19 Grant Funding Allocations 2021/22

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

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

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

This page is intentionally left blank

Service Transformation

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

SMARTCORE Programme

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

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

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

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

Insourcing and Procurement of IT Services.

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

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

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

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

Better Use of Technology within Children Services

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

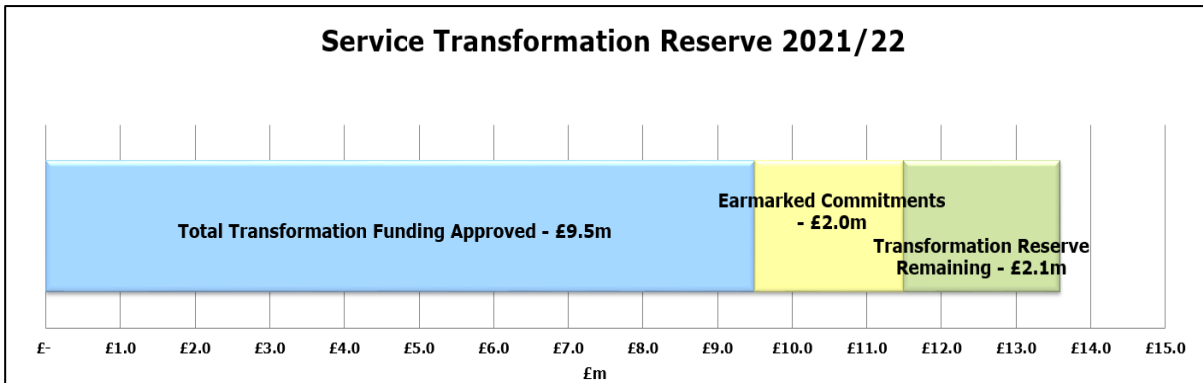
Future Projects – Earmarked Commitments

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

Table 1 – Service Transformation – Overview of Current Projects

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

Graph 1 – Service Transformation Reserve Position



This page is intentionally left blank

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

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

This page is intentionally left blank

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

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

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

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

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR58	The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by COVID19, including the mandatory requirement for care staff to have a vaccination; however this also extends to WSCC staff requiring access to these facilities (i.e. Social Workers, OT), and contractors. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.	Executive Director of Adults and Health	1. Potential that people will come to harm and Council will be unable to ensure statutory safeguarding duty.	Sep-18	5	5	25	Treat	3	3	9	Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Head of Contracts & Performance	ongoing	Due to the implications of COVID19 and service resource constraints, the ability to conduct face to face quality assurance checks has reduced. There is now an increased focus on supporting/improving infection control and closer working with the CCG to ensure the right level of support to care homes is delivered.	5	5	25	Nov-21		
2. CQC action against service provider which could lead to establishment closure at short notice			Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).									Head of Contracts & Performance								ongoing	Regular communication (with a COVID19 focus) with care homes to identify risk areas early and support collation of financial information for government. Monitoring of deaths and Covid outbreaks in care homes. This action is reviewed and discussed weekly at WSCC IMT.
3. Financial implication of cost of reprovision following closure of services.			Financial analysis of high risk provision - due diligence checks.									Head of Contracts & Performance								ongoing	Working with strategic contracts to identify key providers for more regular financial checks. Commissioning of sustainability blocks to deliver a level of financial stability.
4. Reduced capacity in the market as a result of failure of provision.			In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.									Assistant Director (Operations)								ongoing	Emergency plans in place for residential services and Domiciliary Care provision. Continue to work with RET to ensure process is robust and reflects learning from incidences.
5. Delay for those residents who are Medically Ready to Discharge (MRD).			Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.									Cx Lead								ongoing	Regular contact with registered residential care providers enquiring about vacancies, and the Shaw bed booking system enables information on capacity for the Combined Placement and Sourcing team to utilise to support placements. Information on numbers of packages and placements being sourced is updated weekly and issues with capacity which are escalated to the weekly Capacity Oversight Group meeting. In times of capacity shortages action plans are developed to support improvements.
6. Non-compliance with Care Act.			Administration of central government funding to provide financial support to the sector.									Cx Lead								ongoing	Total payments of £43.3million in 20/21 made to the care sector through Department of Health and Social Care (DHSC) Grants, payments to Council commissioned provision and uplifts to Council rates. For 21/22 an uplift to commissioned provision of 1.75% has been decided and implemented. Further DHSC Infection Control and testing funds have been made available until end September 2021.
7. Reputational impact. Public perception of the council being willing to accept poor standards of care. Low public confidence in social care.			Regular review of care homes business continuity arrangements to address government vaccination directive.									Head of Contracts & Performance								ongoing	Engagement to include supply chains/contractors requiring access to ensure maintenance schedules are reviewed and adjusted if necessary.
8. Adverse impact on Health and Social Care system.																					

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

Risk No	Risk Description	Risk Owner	Risk Impact	Date Risk Raised	Initial Risk			Risk Strategy	Target Risk			Risk Control/Action	Action Owner	Action Target Date	Risk Update	Current Risk			Next Risk Review Date		
					Impact	Likelihood	Score		Impact	Likelihood	Score					Impact	Likelihood	Score			
CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.	Executive Director of Children, Young People and Learning	1. A child is exposed to dangers which could cause harm.	Mar-20	5	5	25	Treat	5	3	15	Deliver Children First Improvement Plan.	Senior Improvement Lead	ongoing	The Children First Improvement Plan has been developed to incorporate three key pillars to ensure an improved level of service: Pillar 1 - Everyone knows 'what good looks like'; Pillar 2: Creating the right environment for good social work to flourish; Pillar 3 : Deliver an Improved Service Model. The programme is being implemented and is on target as outlined in the Transformation Programme summary.	5	4	20	Sep-21		
			2. Significant reputational damage.									Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.			Executive Director of Children, Young People and Learning					ongoing	The phase 2 workstream improvement action plan, which is jointly developed by WSCC and HCC is being progressed. Regular steering group to track and monitor progress and report into the into Improvement Board.
			3. Reduced confidence by residents in the Councils ability to run children's services.									Implement the Children First Service transformation model			Children First Transformation Director					ongoing	Family Safeguarding model redesign to ensure practice improvements are sustainable and embedded to provide a good level of service is being progressed and is meeting its milestones for implementation.
			4. Legal implications through non-compliance or negligence.																		
CR72	The government have stipulated that from 9 Sep 2021 children in care under 16 will not be allowed to be accommodated in unregulated placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs, which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.	Executive Director of Children, Young People and Learning	1. Unable to meet primary needs of children we care for.	Aug-21	4	5	20	Treat	4	2	8	Develop and publish a market position statement to be sent out to care providers and other LA's to engage them in placements and requirements, in line with the needs of children.	Assistant Director – Corporate Parenting	Mar-22		4	4	16	Dec-21		
			2. Not fulfilling statutory duties to place children in appropriate care settings.									Conduct an annual review and update of the placement sufficiency and commissioning strategy, in line with the market position statement.			Assistant Director – Corporate Parenting					ongoing	
			3. Adverse media coverage.									Escalate to Assistant Directors and Exec Director any situation where a child or young person is at risk of being without a registered provision when they require one.			Heads of Service					ongoing	
			4. Damage to the reputation and credibility of the council.																		
			5. Children experience a lack of security, stability and support.																		
			6. Critical findings by regulators i.e. impact on Children First Improvement Plan.																		
			7. Legal action taken against the Council resulting in punitive penalties.																		

This page is intentionally left blank

Workforce – Q2 2021/22

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

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

RAG Rating Key:

R Improvement Plan **A** Being Monitored **G** On Track

Workforce Summary Narrative

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

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

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

This page is intentionally left blank

Report to Performance and Finance Scrutiny Committee

2 December 2021

Growth Deals Programme – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

The committee's Business Planning Group agreed in November 2020 to include scrutiny of the progress in achieving the aims and objectives of the overall Growth Programme on the work programme of the committee.

The attached report sets out a high-level summary covering all Plans, best practice and lessons learnt plus more detail around specific Plans.

Focus for scrutiny

The Committee is asked to consider the attached report. Areas for scrutiny include:

- That the outcomes of the Growth Programme are clear, monitored and are being achieved.
- That the Growth Programmes meet the objectives of the Council Plan and the Economic Reset Plan to ensure the priorities and targets of the County Council can be met,
- That best practice is shared between the individual programmes, and
- That lessons have been learnt for the on-going, and any future, programmes.

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

1. Background and context

- 1.1 The Growth Programme consists of a number of programmes based around specific areas in the county. Within the current Programme there are 88 proposed projects. The key to the success of the Programme is working with partners, including District and Borough Councils, to develop the economic landscape of the county. The aim is to create new jobs, sustainable housing and improve the infrastructure of areas. Table 1 in the attached report summarises the projected benefits of the Programme.
- 1.2 The current Growth Programme has attracted £141m of external funding, including levelling up and LEP funding. The County Council has currently allocated £99.4m of capital funding for the Programmes.

- 1.3 The achievements of the Programme are managed and monitored through key performance indicators (KPIs) included within the Council Plan.
- 1.4 The background and context to this item for scrutiny are set out in the attached report. As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Annex 1 – Growth Deals Programme report

Appendix A - key outputs from the Growth Deals by area

Appendix B - workstream of projects with West Sussex County Council as the contractual lead

Appendix C – communication examples

Background Papers

[Economy Reset Plan](#)

Performance and Finance Scrutiny Committee

2 December 2021

Growth Deals Programme

Report by Lee Harris, Executive Director for Place Services

The Committee is asked to consider the attached report. Areas for scrutiny include:

- That the outcomes of the Growth Programme are clear, monitored and are being achieved.
- That the Growth Programmes meet the objectives of the Council Plan and the Economic Reset Plan to ensure the priorities and targets of the County Council can be met,
- That best practice is shared between the individual programmes, and
- That lessons have been learnt for the on-going, and any future, programmes

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

Proposal

1 Background and context

- 1.1 West Sussex County Council (WSSCC) has signed five-year tailor-made Growth Deals with each District and Borough areas, with the first deal signed in December 2016 in Crawley and the last deal agreed in Horsham in October 2018.
- 1.2 The deals each aim to develop the principles of closer working relationships to support our local places to continue to grow, develop, and meet the challenges of a changing economic landscape. The deals seek alignment of respective capital funding to unlock private sector investment and leverage government or third-party regeneration funds to invest in stimulating growth by the creation of new jobs, employment space and the delivery of sustainable homes. Each deal contains specific measures and investments to support growth and also to retain current markets.
- 1.3 In each area the Growth Deals identify how the County will work with Districts and Boroughs to deliver growth priorities. The Growth Deals include a range of projects and initiatives that have and will transform places in West Sussex including:
 - Major Town Centre redevelopment and regeneration proposals
 - Working with developers and funders to facilitate strategic housing development sites within respective Local Plans
 - Site acquisition and redevelopment to secure essential commercial space

Agenda Item 5

- Securing key infrastructure (transport, health, digital, education etc.) to support the delivery of strategic development including substantial investment in public transport.
- Maximising growth outcomes from land in public ownership and supporting the aspirations of the Government's One Public Estate programme
- Focusing resources effectively and efficiently to attract investment
- Supporting the retention and creation of high value jobs

- 1.4 The Growth team is part of the Communities Directorate in Place Services and works with teams across the council, establishing effective relationships with District and Borough colleagues, and key local partners, to improve outcomes for all our residents.
- 1.5 The Growth Deals are not the only major projects the County Council delivers in localities and the Growth Deal projects continue to work alongside other major schemes to complement delivery, create efficiencies and proactively look at opportunities for collaboration to reduce costs.
- 1.6 As our communities continue to change, we need to be agile in responding to emerging priorities and take sound, pragmatic, evidence-based decisions, making the best use of limited resources available and maximising opportunities to support the delivery of area-based regeneration and growth in a defined area.
- 1.7 Our growth deal approach is designed to meet the following Corporate Priorities in the 'Our Council Plan';
- A sustainable and prosperous economy
 - Helping people and communities to fulfil their potential
 - Making the best of our resources

2 Meeting the objectives of the 'Our Council Plan'

- 2.1 The Economy Reset plan identifies a number of priority themes to support the West Sussex economy. The Growth Deals deliver targeted action against the specific economic challenges identified in the plan Further detail is set out in the background paper, Economy Reset Plan [Link](#).
- 2.2 As part of our Economy Reset Plan, engagement with Districts and Boroughs took place assessing the current projects within the deals and consulting with our partners and local stakeholders that the projects within the programmes continue to be priorities for the area. These discussions led to all District and Borough deals being maintained with a few areas, Arun and Chichester expressing a desire to refresh the programmes to take account of key activities within the area. Crawley also consider a need to work on a new deal, as the last deal was signed in 2016 and has seen many shared successes.
- 2.3 The renewal of the deals will continue to be underpinned by the following key outputs- sustaining and increasing Jobs, freeing up land for development, creating new homes and employment space, delivering improved sustainable transport and town centre public realm to support growth together with supporting the council's climate change, transport and economic recovery strategies.

- 2.4 Our activity is measured against the key performance indicators in the 'Our Council Plan' and specifically this is reported under the number of Growth Deals in place across the county with qualitative updates on projects within the programme quarterly. The programmes also contribute to four other KPIs in the corporate plan, length of new cycle paths, equivalent tonnes of CO₂ emissions from County Council activities, square metres of operational property that are in use and achieving social value in our tenders.
- 2.5 The programmes have also been successful with attracting funding from the Coast to Capital Local Enterprise Partnership's (LEP's). supporting new homes, creation of commercial space and jobs.

3 Current outputs from the Growth Deals

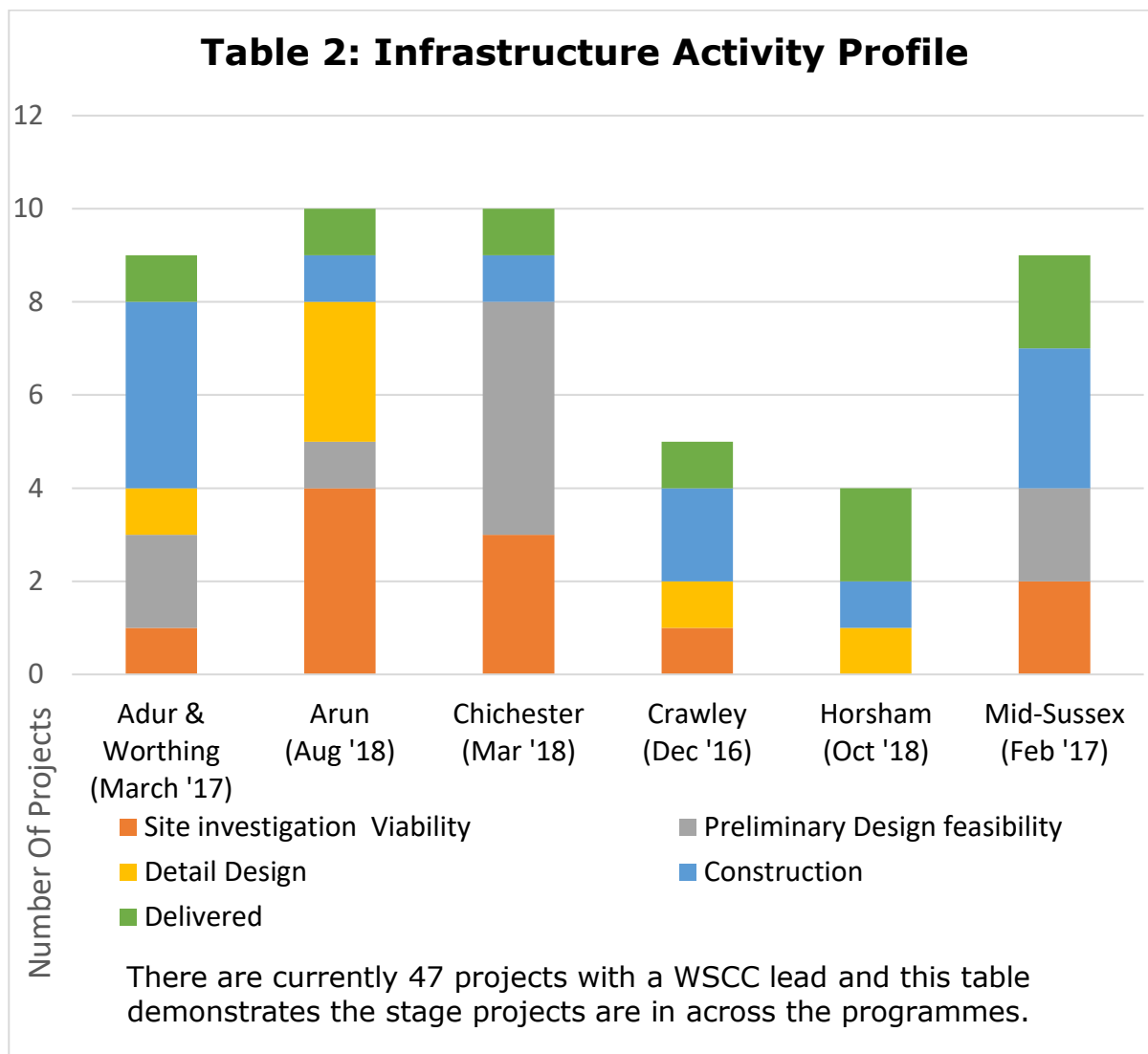
- 3.1 Across all the Growth Deals there are 88 projects within the County. These are assessed by the partnership and prioritised for delivery considering funds available, deliverability and benefits. To date the partnerships have been successful with attracting over £141m* of external funding for the programme together with capital investment from the County Council and partners. These funds will unlock significant developer investment projected to be over £4 billion.
- 3.2 The table below shows the high-level projected benefits for the overall programme;

	Arun	Adur and Worthing	Chichester	Crawley	Horsham	Mid Sussex	Total
1. Homes	3,600	2,610	365	1,000	5450	5000	34,905
2. Commercial Space	138.5k sqm	115k sqm	26k sqm	135k sqm	67k sqm	200k sqm	653.5k
3. Jobs	5,337	6,595	250	7,000	5,000	5000	29,182
4. Public Realm	2	3	0	3	0	4	12
5. Length of new cycle paths	20km	5km	0	3.7km	1.8km	17km	47.5 km
6. LEP Funding	£31.5m	£33.9m	£5m	£14.6m	£3.6m	£32m	£120.6m
7. OPE Revenue	County Wide						£1.4m
8. WSCC Capital	£38.1m	£5m	£0.6m	£7.9m	£45m	£2.8m	£99.4m

*includes local enterprise partnership funding and levelling up funding.

- 3.3 Where proposals are unable to progress the Partnership growth teams assess alternative options and consider investment priorities through established Governance structures, and seek to progress alternative projects with similar benefits, as part of ongoing Growth Deal refreshes.
- 3.4 With the Growth Deals being agreed at different points in time the infrastructure activity profile below shows the current phase of schemes within the programme for the projects led by the County Council. As expected, year one and two of the Growth Deal Programme is focused on viability and feasibility stages in a typical infrastructure scheme, year three sees most activity associated with design and planning, and years four and five sees the move into the construction phase.

- 3.5 Some projects have significant constraints and therefore have not progressed to delivery after feasibility is completed and could require further assessment, reprioritisation or recommended to be removed from the programme.



- 3.6 There have been a number of key milestones that have been achieved within the programme and these have been set out by area in Appendix A including the achieved benefits. A high-level overview of the current projects within the programmes is also available in Appendix B.

4. Consultation, engagement and advice

- 4.1 The deals are monitored and managed by Growth Boards consisting of lead officers and senior leadership representation. In addition, there are assigned Cabinet Members for both authorities, with regular briefings in place together with local member engagement taking place on a project and programme basis. Each project is subject to the relevant Governance processes of the lead authority to ensure the delivery and the objectives and outcomes identified within the respective Business Case are scrutinised.
- 4.2 Each project, where the County Council is the lead authority, goes through the normal County Council consultation process which includes resident, partners and local business engagement. Examples of public engagement and

consultations are available in Appendix C. Each project with capital investment, led by the County Council is also taken through the internal governance procedures.

- 4.3 Each deal has a communications plan, and the details are available on the County Council webpages. The team is currently developing a space for the deals on the new engagement hub pages, and this will go live later next year.

5. Finance

- 5.1 The deals have the following funding sources that have been used to develop and deliver the programme;

- Coast to Capital Local Enterprise Partnership Funding (LEP) (known as Local Growth Fund (LGF)
- West Sussex County Council Capital – identified for growth
- District and Boroughs funding
- One Public Estate Revenue Funding
- West Sussex County Council revenue funding
- Match funding, s106 & Community Infrastructure Levy (CIL)
- Business Improvement Districts (BID) and corporate partner investment
- Welcome Back Funds
- Government Levelling Up Fund (LUF)

- 5.2 The table below sets out the approved capital spend for projects within the programme. This only includes County Council capital and allocated LEP funds for project led by the County Council. Funds spent prior to the first deal being signed in 2016 were spent on projects that already had approval and became part of a deal. Currently there is also an unallocated £5m in the capital programme identified for growth projects.

	Prior to 2015/16	Years 2016/17	Years 2017/18	Years 2018/19	Years 2019/20
Capital budget	1,557	19,008	2,784	4,952	8,956
	Years 2020/21	Current Year 2021/22	Future Years	Total Approved in the Capital Programme	
Capital budget	24,436	29,372	51,261	142,326	
Remaining budget	£17.7m remaining with £5m of this currently unallocated.				

- 5.3 Revenue expenditure in support of projects.

- 5.4 To date revenue expenditure of £0.696m in support of Growth Deal projects has provided for master planning, feasibility studies, marketing and promotion. This has included £0.101m from the County Council's feasibility budget and £0.595m from economy reserves. The County Council led One Public Estate Partnership

has also secured revenue grant funding of £0.845m from central government for aligned projects

6. Lessons learnt for Future Programmes

- 6.1 The Growth Deals are overseen by Growth Boards consisting of lead officers and senior leadership representation. The boards manage the delivery and performance of the programmes and take a reflective approach sharing learning from the projects. This learning is shared across the programmes through a programme delivery meeting. The learning from the programmes can be broken down into the following themes.
- Partnership working.
 - Feasibility challenges with complex projects.
 - Local vision and plans.
 - Benefits realisation
- 6.2 The Growth Deals are strong economic partnerships that have aligned resources to promote mutual benefits working towards shared visions for local stakeholders, providing collective and joined up leadership that has built trust and developing a shared purpose and better utilisation of resources and risk management.
- 6.3 In a busy system of competing priorities, the deals have brought together fragmented delivery and provided a framework for partners to take coordinated actions, decisions and investment and agree priorities for delivery as well as hold each other to account. The regularity of engagement and commitment from the Districts and Boroughs has shown this remains to be a strong approach to partnership working in a two-tier system.
- 6.4 A number of projects included in the deals have been long term challenges for the area often with a complex make up of partners that stretch beyond the County Council and District and Borough partners. There have been specific challenges with competing priorities and timelines for different partners involved. The growth team have been successful with attracting revenue funding from funds such as the One Public Estates to undertake the necessary investigations to bring these projects to an informed position. This has helped with prioritising resources and bringing clarity to what needs to happen in order to move the projects forward or have an informed view that a project is unfeasible.
- 6.5 Another key lesson is how we have costed risk within projects. With a number of similar schemes, we have been able to share learning and have a more informed view of risks at early stages of projects that has allowed us to manage expectations and cost more efficiently.
- 6.6 Having plans in place at a local level is crucial to attracting and shaping investment, collaboration and aligning resources. As time has progressed some areas across the county currently do not now have up to date Local Plans in place and this has made it more difficult to link individual projects to a wider vision.
- 6.7 The timescale for understanding the full impact of the Growth Deals is a long-term one; HM Treasury Green Book appraisal recommends a 10-year period for

assessing the cost: benefit ratio of capital investments. With final current Growth Deal spend projected to continue into 2025/26 this means full monitoring would only be complete by the mid-2030s. At the moment Government reporting via Coast to Capital LEP is continuing up to 2024/25, although the LEP has conducted an interim evaluation of the programme from which many of the conclusions in this report are drawn, a fuller qualitative and quantitative evaluation would be possible around 2025 onwards.

- 6.8 Strategic influencing role - Given the limited public funds available to the West Sussex area for economic development, at national level, it becomes even more important to have a joined-up approach with local strategic partners and funding is only one part of the mix. The Growth Deals are about a whole range of initiatives and it has been beneficial to have clear visions and objectives and a pipeline of schemes that have agreement in local areas ready to action as opportunities become available.

7. Policy alignment and compliance

- 7.1 The Growth Deals align with the following West Sussex and Partner Authority policies and plans

- WSCC Our Council Plan
- WSCC Economy Reset Plan 2020-2024
- WSCC Climate Change strategy
- West Sussex Transport Plan
- WSCC Bus Improvement Plan
- District and Borough Local Plans and supplementary plans
- Digital – West Sussex Gigabit
- Coast to Capital Strategic Economic Plan

Lee Harris
Executive Director for Place Services

Contact Officer: Nick Burrell, Strategic Manager – Growth, OPE & Partnerships, Place Services, 0330 222 3881, Nick.Burrell@westsussex.gov.uk

Appendices

Appendix A - key outputs from the Growth Deals by area

Appendix B - workstream of projects with West Sussex County Council as the contractual lead

Appendix C – communication examples

Background papers

[Economy Reset Plan](#)

This page is intentionally left blank

Key outputs from the Growth Deals by Area

A number of key milestones that have been achieved within the growth programmes and below we have set out these by area. Further information is available on request.

1. Adur & Worthing

- 1.1 The Adur and Worthing Growth Programme is a partnership between the County Council and Adur district and Worthing Borough Councils, the key focus has been identifying a Public Realm Improvements programme in Worthing town centre as critical to the revival of the coastal town economy by improving the quality and accessibility of public areas connecting Worthing station, town centre development sites and the seafront.
- 1.2 The Growth Deal Partnership are investing £12m across 8 projects. The County Council has committed up to £5m within the Capital Programme with Worthing Borough Council funding final phases using CIL (c£7m). The partnership has also been successful with LEP grants totalling around £1m. This investment supports business, residents, shoppers, and visitors, by increased pedestrian space and cycleways, healthier places for community with enhanced digital connectivity.
- 1.3 The County Council has designed and is funding the initial priority projects for Worthing Public Realm Improvements at Portland Road (currently in delivery due to complete in late spring-early summer 2022) and Railway Approach (currently in detail design completion due summer 2023) both projects meet key objectives to:
 - Create accessible, attractive & healthy space for business and the local community.
 - Making 'welcoming places' for visitors, with increased footways and cycleways, promoting sustainable transport modal shift encouraging walking and cycling, and use of public transport.
 - Integrate Digital infrastructure in town centres, improved lighting, CCTV and Way Finding to enhance the sense of security and wellbeing for all users.
- 1.4 The deal also includes, working in partnership with the District and NHS partners to progress the Pond Road Feasibility study and develop concept designs for a building with a co-located library and health centre, to assess whether the project is financially viable with the feasibility study due in December 2021.
- 1.5 Supporting the progress with Shoreham Harbour Regeneration advising on sustainable flood defences, transport, access and infrastructure, and enabling works at New Monks Farm Developments at Shoreham Airport in Lancing, delivering new homes, and employment uses and facilities serving the growing communities.

- 1.6 Assessing regeneration options for Centenary House, Durrington site, currently occupied and owned jointly by West Sussex County Council (WSCC) and the Police & Crime Commissioner for Sussex (PCC). This has involved assessment of the current council building and presenting a business case to redevelop the site aiming to support the allocation in the Worthing Local Plan (2021) for development of up to 250 new homes and employment.

2. Arun

- 2.1 The Arun growth deal has focused on the strategic highway investment supporting improvements to the A259 Dualling, A29 Re-alignment and A284 improvements. As well as improving workspace to support emerging micro businesses and developing an Enterprise Sites to support industry.
- 2.2 The deal considers a number of key public realm sites around the district and considers the area's brand identity as a tourist destination.
- 2.3 With significant political change, a number of the projects within the deal have not progress as rapidly as other areas. The growth partnership has been assessing strategic priorities and are working to deliver a refreshed Growth Deal (2022) which will be an opportunity to align future projects with West Sussex 'Our Council Plan' focused on mitigating the impacts of the Covid Pandemic and responding to challenges of Town Centre Economic Recovery, decarbonisation and sustainable modes of travel, connectivity, community health and well-being.
- 2.4 The County Council inputs and match funding will maximise partnership opportunities such as recent Arun Levelling Up funding (£19.4m) targeting the regeneration of Arun coastal towns and developing cultural and seafront sites at Bognor Regis and Littlehampton.
- 2.5 The following outputs have been achieved in County Council led projects
- 'The Track' digital Hub at the Bognor Regis Rail Station provides modern work space to support emerging micro businesses.
 - The joint 'Place Branding' project supported by the University and championed by Bognor Regis Regeneration Board clarified the coastal towns positive values and a future communications approach.
 - Strategic planning and improvements to Bognor Regis transport and infrastructure have unlocked Enterprise Sites and levered in private investment.
 - Arun Riverside Cycleway – feasibility studies to develop the design of a leisure cycle route linking Arundel and Littlehampton, to new development sites, commuter routes and stations. An assessment of cycle route options is informing plans to attract further private and public funding, to support a phased implementation.

3. Chichester

- 3.1 The Chichester Growth programme is a partnership between Chichester District Council and West Sussex County Council. Our joint aim is to create better places for our residents by using public resources and assets more effectively and efficiently to support sustainable growth in the Chichester District.
- 3.2 The key focus of the deal has been supporting the proposed Southern Gateway Masterplan that aims to transform this largely brownfield area into an attractive new quarter to provide a mixed-use development including commercial space, new homes, improved transport and open spaces.
- 3.3 The deal has also focused on site investigation at several locations including, Northern Gateway which is a development opportunity that could deliver homes, retail and hotel space and improved connectivity for the site with the town centre through cycle and pedestrian access improvements at the Chichester Fire station site.
- 3.4 West street public realm improvements is the subject of a feasibility study into options to create a pedestrian friendly environment in West St and improve the streetscape condition, reducing increasing revenue costs for ongoing maintenance.
- 3.5 Improving digital connectivity around the town focusing on Gigabit infrastructure.
- 3.6 The following outputs have been achieved in County Council led projects:
- Heath demand study completed identifying health requirement associated with development and current requirements.
 - Masterplan of two key sites at the Chichester High School location looking at commercial space, homes and the possibility of a health hub.
 - Demolition of the former year 7 block at Chichester High School started October 2021 and will be completed in February 2022.
 - Digital – Gigabit infrastructure. Pilot project has connected all sites in the Chichester District Council area to the CAPITA WAN, via Cityfibre cabling. Full implementation of the project was completed in early 2021.
 - Refresh of the Chichester growth deal agreed by growth partners and new proposals are being worked up for agreement in April 2022.

4. Crawley

- 4.1 The Crawley Growth Deal is a £60m investment programme that will unlock jobs, business space and homes, upgrade the business and living environment in the town centre and Manor Royal business district and

secure further investment. This includes schemes to be delivered by the County Council, Crawley District Council, Metrobus, Gatwick Airport Limited, Manor Royal Business District and developers.

- 4.2 In September 2017, a substantial Local Growth Fund investment was confirmed by the Coast to Capital Local Enterprise Partnership of over £14.6m for this significant regeneration programme in Crawley. The County Council's and District council's commitment to the LEP is to deliver schemes to a value of £31.8m funded by LGF, the County Council, Crawley Borough Council (CBC), S106 and CIL and this is included within the capital programme agreed by County Council on 15 December 2017.
- 4.3 Crawley town centre and Manor Royal will be transformed to upgrade the quality of both the living and business environment to attract higher quality jobs and homes. It will also be a catalyst for significant new Grade A commercial office space in the town centre's 'Eastern Gateway' and for a new business and jobs growth hub.
- 4.4 Sustainable transport infrastructure and highway upgrades are also in delivery as part of the deal to boost overall transport capacity and enable a significant shift from car usage to bus, rail, cycling and walking alternatives. In addition, connectivity enhancements at the major railway stations of Crawley, Three Bridges and Gatwick will greatly facilitate commuter access to Manor Royal and the town centre via sustainable transport connections.
- 4.5 The Crawley deal is the Councils longest running Growth Deal, signed in December 2016 the programme aimed to;
- Upgrade the business and living environment in the town centre and Manor Royal and Secure £750m further investment
 - Improve sustainable transport infrastructure in the town centre, Manor Royal and at 3 railway stations.
 - Unlock private funds for new Crawley railway station
 - Unlock over 1 million square feet of much needed new Grade A commercial space
 - Enable delivery of 1,000+ new town centre homes
 - Deliver 7,000 extra jobs
- 4.6 The programme has developed strong partnership working across the locality and is the only deal to have a wider partnership function with the Manor Royal Business Improvement District and Metro Bus becoming partners in the deal. The programme supports the key themes of recovery in the Economy Reset Plan and Supports the Crawley Economic Recovery Task Force (CERT) and Town Deal Board. The following outputs have been achieved in County Council lead projects.
- 4.7 Manor Royal
- Manor Royal Deal signed- Three way partnership between Manor Royal Business Improvement District, Crawley Borough Council and West Sussex County Council.

- Footpath upgrades completed and brought forward
- Manor Royal- Gateway Three completed
- Manor Royal signage project completed providing income generation for the County Council
- "Gateway 1"- Public realm enhancements -- works completed.
- Manor Royal outdoor media completed
- In January 2020, the Crawley Growth Programme was awarded an additional £820,000 funding to extend the bus lanes in Manor Royal.

4.8 Three Bridges corridor:-

- New Bus Shelter Installed (opposite station)
- Worth Park Avenue Cycle Way scheme completed
- Haslett Avenue East Signal Upgrades completed

4.9 Town Centre

- Queens Square completed
- Queensway completed
- Real Time Passenger Information (RTPI) displays completed.
- Master planning of county building site completed
Demolition of county building and old library completed and development options currently being considered.

4.10 The programme also has two key projects currently in delivery and led by The County Council.

4.11 Eastern Gateway is a £8.85 million scheme which will deliver better public space and connectivity improvements to support key development opportunities at the Town Hall, County Buildings site, Telford Place and Crawley College.

4.12 The scheme covers the eastern half of The Boulevard, Exchange Road, the southern end of Northgate Avenue, College Road (including the roundabout), Southgate Avenue, up to and including the junction with Station Way. The scheme will also complement proposals for the Station Gateway scheme and enhance pedestrian and cycle access in the area

4.13 Manor Royal Business District improvements have been started to the busy junction of County Oak Way and London Road, with the upgrading of crossing units, signal heads, lane marking and the provision of a new bus stop.

5. Horsham

5.1 The Horsham Growth Deal focuses on planned development and the delivery of supporting infrastructure including the planned construction of new homes, schools and business space and the delivery of the highway, transport and public realm infrastructure required to promote and support

local and regional economic development and integrate new development with the town centre. The key projects comprise:

- Delivery of the West and North of Horsham Developments Infrastructure Package
- Development of the Horsham Town Centre Vision
- Hurst Road One Public Estate
- Delivery of the Horsham Enterprise Park

- 5.2 The County Council is the contractual lead for the delivery of the West and North Horsham Highway Infrastructure and the Horsham Enterprise Park.
- 5.3 The West and North of Horsham are identified strategic sites that will deliver up to 4750 homes, new education, health, community and employment space together with strategic highway infrastructure package and the land secured to develop the new Horsham Fire Station and Training Centre which is being delivered through the County Council Capital Programme.
- 5.4 The developments are under construction and the Growth Programme prioritises resources to support the delivery of key education and transport infrastructure required to ensure the safe integration of new communities.
- 5.5 The West of Horsham highway infrastructure package includes four significant highway junction projects to support the delivery of the major housing and employment allocations to the east and west of the A24. These are managed by the County Council through £8.6m S106 secured to deliver the highway infrastructure package. The highway projects are part of a wider infrastructure package, including education schemes, that are projected to cost over £26m.
- 5.6 Hurst Road is a key site identified in the "Horsham Town Centre Vision Statement" to develop a mixed-use development to include re-provisioning of existing public services on or off site, maximising the development potential to deliver new homes and employment space, connectivity and townscape enhancements. One Public Estate revenue funding amounting to £40k supported the development of option and viability studies for the site with continued engagement with multiple stakeholders.
- 5.7 The Horsham Enterprise Park will see the regeneration of a 7.5Ha brownfield site in Horsham to deliver a high quality mixed commercial and residential scheme to boost the local economy.
- 5.8 The former Novartis Pharmaceuticals site was acquired by the County Council together with an LGF grant in 2017 to progress the Enterprise Park, which has outline planning consent to provide 25,000 square metres of employment space including research and development, a new enterprise hub, up to 300 new homes including affordable homes together with community facilities for shopping and other services. The site is being delivered via West Sussex County Council' appointed Development Partner, Muse, with a £190m investment package following the County

Council investment of £17m (including £3.6m LGF) in the acquisition of the site and capital investment in the site enabling work.

- 5.9 These key projects have been substantially progressed with the major highway improvement schemes at Newbridge, Farthings Hill and Robin Hood roundabouts completed and land secured for the development of new education and development of a new Fire and Rescue and Training facilities with Council capital investment of over £23m. In addition, the Horsham Town Centre Vision Strategy has been adopted; the development partner for the Horsham Enterprise Park has been appointed and positive discussions with key stakeholders at Hurst Road are progressing.

6. Mid Sussex

- 6.1 The Mid Sussex Growth Deal delivers shared priorities within the Burgess Hill Strategic Growth Programme via the coordinated investment of private and public sector funding, creating opportunities for economic growth and the delivery of key infrastructure to ensure Burgess Hill will be a fully sustainable 21st century town, focused around a vibrant and accessible town centre.
- 6.2 The Burgess Hill Strategic Growth Programme is considered one of the most ambitious programmes in the region, attracting significant investment from both private and public sectors that will transform Burgess Hill through the delivery of up to 5000 new homes, 200ksqm and the supporting social and highway / transport and public realm infrastructure required to support the planned growth. Key projects under the County Council's delivery comprise the A2300 Dualling Scheme and the LGF funded Burgess Hill Place and Connectivity Programme (PCP), which comprises a number of projects summarised below.
- A2300 Corridor Improvements
 - A2300 Additional Pedestrian and Cycle Links (PCP)
 - Burgess Hill Western Gateway, Burgess Hill and Wivelsfield Station Improvements (PCP)
 - Wivelsfield Station Improvements (PCP)
 - Victoria Business Park Access and Connectivity Improvements (PCP)
 - Church Road and Church Walk Public Realm Improvements (PCP)
- 6.3 The Burgess Hill Growth Programme and Place and Connectivity Programme include a number of other projects that are being progressed and delivered by partners including Mid Sussex District Council and Homes England.
- 6.4 The £23m A2300 Duelling commenced in April 2020 and is programmed for completion in January 2022 providing the highway capacity and road safety improvements identified to support the planned growth within Burgess Hill. The Place and Connectivity Programme has supported the design and delivery of additional pedestrian, cycle and PROW

improvement within the corridor enhancing the connectivity between strategic development sites and the wider Burgess Hill pedestrian and cycle network through £2.1m LGF funding.

- 6.5 The Burgess Hill Place and Connectivity Programme, funded through £10.9m LFG and £10.9m Match Funding continues to develop and deliver significant pedestrian, cycle and public realm improvements through the Western Gateway, Burgess Hill and Wivelsfield Station Improvements which are designed to:
- Improve access to and within the town centre, ensuring development is connected to key facilities, particularly for pedestrians and cycles.
 - Create safe, direct and attractive routes to encourage greater use of walking, cycling and public transport.
 - Enhance the quality of facilities for public transport interchange at Burgess Hill and Wivelsfield station.
 - Provide capacity improvement with improved Public Realm on the Queen Elizabeth Avenue and Station Road corridor.
- 6.6 This suite of projects has completed detailed design and is currently at tender stage with an indicative start on site in the spring of 2022.
- 6.7 Additional major projects being progressed through the Place and Connectivity Programme comprise the proposed Access and Connectivity Improvements through the Victoria Business Park and Public Realm Improvements through Church Walk and Church Road together with major investment in off-road walking and cycle route improvements in delivery and completion by Mid Sussex District Council.
- 6.8 Following public engagement in summer 2020 the preliminary design for these schemes is substantially complete and following key stakeholder consultation, the designs will be subject to public engagement during early 2022. Subject to the outcome, the project will progress to detailed design in 2022.
- 6.9 West Sussex County Council and Mid-Sussex District Council continue to work on the Burgess Hill Place and Connectivity Programme and develop a Phase 2 of projects to ensure the successful delivery of the projects and outcomes set out in the Funding Agreement with the Local Economic Partnership LGF Grant.

Live Growth Deal workstream of projects with West Sussex County Council as the contractual lead.

	Project	Funding Source		Benefits	Strategic Aim WSCC	Comments
		WSCC	External			
Adur & Worthing						
1.	WPR Railway Approach – public realm and connectivity improvements.	Yes – in capital programme	LEP	<ul style="list-style-type: none"> Public Realm Sustainable Transport. Connectivity. Safety 	<ul style="list-style-type: none"> length of new cycle paths. Economic Recovery of Coastal town Reduced CO₂ social value and Community value, 	Detailed Design Stage to be completed next year – summer 2023 Part of wider Teville Gate regeneration scheme
2.	WPR Portland Road – public realm	Yes – in capital programme	LEP	<ul style="list-style-type: none"> Public Realm Employment Business floor space Connectivity 	<ul style="list-style-type: none"> length of new cycle paths. Economic Recovery of Coastal town CO₂ emissions Social and Community value 	Construction Started on Site in phases. WBC project managing, estimated complete May-June '22
3.	WPR Montague Place – public realm		Welcome Back WBC CIL	<ul style="list-style-type: none"> Public Realm Employment Business floor space Partial closure Improved Safety Sustainable Transport. 	<ul style="list-style-type: none"> Economic Recovery of Coastal town Reduced CO₂ Future Cycleway& stands Social and Community value 	Scheme is currently proposed in two phases. Temporary Works (Jan-Mar 2022) Permanent Design (Viability/ Feasibility Stage 2023) subject to further consultation and governance.

	Project	Funding Source		Benefits	Strategic Aim WSCC	Comments
		WSCC	External			
4.	Centenary House - Mixed Use Development Opportunity		OPE	<ul style="list-style-type: none"> • Development site for up to 250 Homes to Meet Local Plan • Employment Floor space and Jobs • Associated Public Realm 	<ul style="list-style-type: none"> • Economic Recovery of Coastal town • Modern building will reduce CO₂ • Meet Local Housing Need social value • square metres of operational property 	<p>Feasibility stage to consider future development options.</p> <p>Current site in 60/40 ownership with Sussex Police. WSCC to move off site. Sussex police to redevelop office on 40% of site.</p>
5.	Pond Road - One Public Estate / Mixed Use Development Opportunity		OPE NHS Adur DC (Resource only)	<ul style="list-style-type: none"> • New Homes to Meet Local Plan • Health & Wellbeing • Efficient Employment space • Associate public realm and footways 	<ul style="list-style-type: none"> • Economic Recovery of Coastal town • Modern sustainable building will reduce CO₂ • Social value • Jobs 	<p>WSCC and Partners are assessing potential business case and investment options to improve Library and Health service. No capital funds identified.</p>

	Project	Funding Source		Benefits	Strategic Aim WSCC	Comments
		WSCC	External			
	Arun					
6.	Bognor Regis Enterprise Centre		Private led Development	<ul style="list-style-type: none"> Jobs Floor space 	<ul style="list-style-type: none"> Recovery of Coastal Town Recovery of Coastal Town Economy Increasing square metres of operational property social value Reduce CO2 emissions 	<p>WSCC funded a feasibility study to investigate options for new build business centre - business case completed but unviable.</p> <p>private sector developer secured alternative employment uses</p>
7.	Bognor Regis Esplanade – crossing upgrades	Funding to be Approved through the capital programme	LEP	<ul style="list-style-type: none"> Public Realm Jobs Space for Future Events Improved traffic management. Connectivity 	<ul style="list-style-type: none"> Recovery of Coastal Town New cycle paths CO₂ emissions reduced square metres of operational property social value 	<p>Arun initial work Esplanade Concept Design options and Traffic Study to inform scope and business case of a potential future WSCC led highway improvement project</p>
8.	Littlehampton Public realm (Station Terminus Rd (Phase 1))	Funds pending Key Decision through the capital programme		<ul style="list-style-type: none"> Public Realm Sustainable Transport Interchange/ Hub 	<ul style="list-style-type: none"> Recovery of Coastal Town Centre Up to 1km cycle way station linked to River Road. Reduced CO₂ social value 	<p>Detailed Design Stage completed</p> <p>Partners allocated funding Phases 2 & 3 i.e. High St and Beach Rd -WSCC propose to fund delivery of Phase 1 Station – Terminus Rd Phase</p>

	Project	Funding Source		Benefits	Strategic Aim WSCC	Comments
		WSCC	External			
9.	A259 Dualling Littlehampton Corridor	In the highways capital programme	LEP s106	<ul style="list-style-type: none"> Improved Highways & traffic management Access and Infrastructure 	<ul style="list-style-type: none"> Recovery & Sustainable Growth of Coastal Economy Reduce Congestion and CO₂ Sustainable Transport & Connectivity 	Highways contractor on site delivering construction works (started Sept 20). Online consultation for further improvement to roundabout will extend completion to Nov '22.
10.	A259 Enhancement of Major Junctions Bognor Regis to Littlehampton	In the highways capital programme	LEP s106	<ul style="list-style-type: none"> Access & Infrastructure Improvements to Highways & traffic management Sustainable Modal Shift 	<ul style="list-style-type: none"> Recovery & Sustainable Growth of Coastal Economy Reduce Congestion and CO₂ Sustainable Transport & Connectivity 	<p>Three links, five junctions identified with consultation on improvements.</p> <p>Design to start Summer 2022 subject to DfT approval business case and development funding.</p>
11.	A29 Re-alignment Bognor Regis	In the highways capital programme	LEP s106	<ul style="list-style-type: none"> Improved Highways & traffic management Access & Infrastructure Sustainable Modal Shift 	<ul style="list-style-type: none"> Recovery & Sustainable Growth of Coastal Economy Reduce Congestion and CO₂ Sustainable Transport & Connectivity 	Design and planning involves collaboration with developers and landowners, and installation of an acoustic wall. Construction proposed to start spring/summer 2022 on site (for 12 months).
12.	A284 Improvements (Lyminster-Bypass)	In the highways capital programme	LEP s106	<ul style="list-style-type: none"> Improved Highways & traffic management Access & Infrastructure 	<ul style="list-style-type: none"> Recovery & Sustainable Growth of Coastal Economy Reduce Congestion and CO₂ 	Access & site clearance due in January 2022. Construction begins Feb 2022 to complete Autumn 23. Public Inquiry decision by DfT in Sept 21, supported scheme and WSCC

				<ul style="list-style-type: none"> Sustainable Modal Shift 	<ul style="list-style-type: none"> Community Safety, Health & Wellbeing Connectivity 	liaising with Developer and landowners over land assembly.
	Project	Funding Source		Benefits	Strategic Aim	Comments
		WSCC	External			
	Chichester					
13.	Southern Gateway - Hockey Pitch		Funding to be identified	<ul style="list-style-type: none"> Homes Jobs Public Realm 	<ul style="list-style-type: none"> Square metres of operational property social value 	Feasibility stage, HoT agreed with School
14.	Southern Gateway - Year 7 Block Demolition	Yes - in capital programme	CIL	<ul style="list-style-type: none"> Employment space Public Realm 	<ul style="list-style-type: none"> CO₂ emissions square metres of operational property social value Public health/ wellbeing 	Demolition of former y7 block commenced Oct '21. Feasibility on Health Hub Dec '21
15.	Northgate Gyratory		OPE	<ul style="list-style-type: none"> Homes Jobs Employment space Public Realm 	<ul style="list-style-type: none"> CO₂ emissions square metres of operational property social value Length of cycleway 	Strategic site options complete '19 Traffic modelling on high level options complete Jun '21
16.	Chichester City Centre Pavements		S106/CIL	<ul style="list-style-type: none"> Homes Jobs Public Realm 	<ul style="list-style-type: none"> CO₂ emissions square metres of operational property social value 	Feasibility study complete March '21
17.	Chichester West Street Pedestrianisation			<ul style="list-style-type: none"> Homes Jobs Public Realm 	<ul style="list-style-type: none"> CO₂ emissions square metres of operational property social value 	Feasibility study due to commence Dec '21

					<ul style="list-style-type: none"> Length of cycleway 	
18.	Chichester Gigabit / Digital		DCMS £1m Business Rate retention Scheme	<ul style="list-style-type: none"> Jobs Employment space 	<ul style="list-style-type: none"> CO₂ emissions square metres of operational property social value 	Initial Gigabit pilot scheme complete Jan '21.
	Project	Funding Source		Benefits	Strategic Aim WSCC	Comments
		WSCC	External			
	Crawley					
19.	County Building	Yes – in capital programme		<ul style="list-style-type: none"> Jobs Homes 	<ul style="list-style-type: none"> Protect and Revive Crawley and the Gatwick Diamond Economy square metres of operational property 	Demolition of previous county building and library in crawly town centre.
20.	Crawley Eastern Gateway	Yes – in capital programme	LEP	<ul style="list-style-type: none"> Traffic calming and highways improvements. Public realm improvements Connectivity Jobs Homes 	<ul style="list-style-type: none"> Protect and Revive Crawley and the Gatwick Diamond Economy CO₂ emissions social value Safety Length of cycleway 	Improve connectivity between the town and key development sites in the vicinity of the proposals including the Town Hall, County Buildings, Crawley College and Telford Place - Link
21.	Manor Royal Highways scheme	Yes – in capital programme	LEP	<ul style="list-style-type: none"> Bus infrastructure. Connectivity 	<ul style="list-style-type: none"> Protect and Revive Crawley and the Gatwick Diamond Economy CO₂ emissions Length of cycleway 	Improve the sustainable transport infrastructure within Manor Royal Business District.- Link Currently phase 1 under

						constructing. Phase 2 due to commence construction early in new year.
	Project	Funding Source		Benefits	Strategic Aim WSCC	Comments
		WSCC	External			
Mid Sussex						
22.	Burgess Hill Station Improvements		LEP	<ul style="list-style-type: none"> • Ped / Cycle Improvements • Public Realm • Connectivity 	<ul style="list-style-type: none"> • Length cycle way. • CO₂ emissions • social value 	Detailed Deign Complete, currently out for tender
23.	Wivelsfield station Improvements		LEP	<ul style="list-style-type: none"> • Ped / Cycle Improvements • Public Realm • Connectivity 	<ul style="list-style-type: none"> • Length cycle way. • CO₂ emissions • social value 	Detailed Deign Complete, currently out for tender
24.	Western Gateway Improvements		LEP	<ul style="list-style-type: none"> • Ped / Cycle Improvements • Public Realm • Connectivity 	<ul style="list-style-type: none"> • Length cycle way. • CO₂ emissions • social value 	Detailed Deign Complete, currently out for tender
25.	A2300 Dualling	Yes - in capital programme	LEP, S016 / Developer Obligation	<ul style="list-style-type: none"> • Highway Capacity and Safety • Connectivity 	<ul style="list-style-type: none"> • Length cycle way. • CO₂ emissions • social value 	Construction - Completion anticipated

	Project	Funding Source		Benefits	Strategic Aim WSCC	Comments
		WSCC	External			
26.	A2300 Pedestrian / Cycle Improvements		LEP	<ul style="list-style-type: none"> • Ped / Cycle Improvements • Connectivity 	<ul style="list-style-type: none"> • Length cycle way. • CO₂ emissions • social value 	Construction - Completion anticipated
27.	Victoria Business Park – connectivity improvements		LEP	<ul style="list-style-type: none"> • Ped / Cycle Improvements • Connectivity 	<ul style="list-style-type: none"> • Length cycle way. • CO₂ emissions • social value 	Access and Connectivity Improvements - Preliminary Design completion and anticipated Public Engagement Spring 2022
28.	Church Road / Church Walk Public Realm Improvements		LEP	<ul style="list-style-type: none"> • Public Realm • Connectivity 	<ul style="list-style-type: none"> • CO₂ emissions • social value 	Preliminary Design completion and anticipated Public Engagement Spring 2022
29.	Bus Stop / RTPPI Improvements		LEP	<ul style="list-style-type: none"> • Passenger Transport Improvements • Connectivity 	<ul style="list-style-type: none"> • CO₂ emissions • social value 	Concept Design to be progressed for Place and Connectivity Programme Phase 2

	Project	Funding Source		Benefits	Strategic Aim	Comments
		WSCC	External			
	Horsham					
30.	West of Horsham Infrastructure Package		S106 / Developer Obligation	<ul style="list-style-type: none"> Highway Capacity and Safety Connectivity 	<ul style="list-style-type: none"> Length cycle way. CO₂ emissions social value 	Complete and open to public / traffic
31.	North of Horsham Infrastructure Package		S106 / Developer Obligation	<ul style="list-style-type: none"> Highway Capacity and Safety Connectivity 	<ul style="list-style-type: none"> CO₂ emissions property social value 	Partial Completion and open to public / traffic. A24 Great Daux Roundabout improvements to be delivered at a later stage
32.	Hurst Road Redevelopment			<ul style="list-style-type: none"> Home Floor space 	<ul style="list-style-type: none"> CO₂ emissions square metres of operational property 	Currently in feasibility stage being delivered by London continental railways due spring 2022
33.	Redevelopment of former Novartis Site	Yes - in capital programme	LEP Private Investment	<ul style="list-style-type: none"> Homes Jobs Floor space Public Realm 	<ul style="list-style-type: none"> square metres of operational property social value 	Outline consent granted, enabling works under-way and development partner appointed

This page is intentionally left blank

Communication Examples

The growth programmes all follow standard County Council consultation and engagement practice and have communications protocols in place for all partners involved in the Growth Deals. The following is a sample of the engagement materials used.

Area	Project	Engagement Example
Worthing	Railway Approach – public realm and connectivity improvements.	(please click links) Virtual exhibition to showcase proposals for key gateway into Worthing - West Sussex County Council to see online material used for public engagement on Railway Approach Design Worthing Railway Approach Online engagement Materials (westsussex.gov.uk) .
Crawley	Eastern Gateway	Consultation documents: - https://www.westsussex.gov.uk/media/12859/eastern_gateway_station_gateway_engagement_report.pdf <u>Fly throughs</u> Manor Riyal- https://www.youtube.com/watch?v=aLqiemFjL-A https://www.youtube.com/watch?v=hTtFtk9QN94
Mid Sussex	A2300 Place & Connectivity	A2300 – Communications Page including scheme Fly Through A2300 Communications Page Burgess Hill Place and Connectivity Communications Page including Consultation Summary – Burgess Hill Place and Connectivity Communications Page Burgess Hill Strategic Growth Programme Communications Website - https://www.burgesshill.net/
Horsham	North and West of Horsham Highway Infrastructure	Broadridge Heath Major Highway Improvements Communications – https://www.westsussex.gov.uk/roads-and-travel/roadworks-and-projects/road-projects/broadbridge-heath-major-highways-improvements/ A24 Robin Hood Junction Improvement Communications Page - https://www.westsussex.gov.uk/roads-and-travel/roadworks-and-projects/road-projects/a24-robin-hood-junction-improvement/

Agenda Item 5
Appendix C

	Horsham Enterprise Park	Horsham Enterprise Park Communications Page - https://www.westsussex.gov.uk/about-the-council/how-the-council-works/partnership-work/horsham-enterprise-park/
--	--	---

Performance and Finance Scrutiny Committee Work Programme
December 2021 - March 2022

Topic	Corporate or Service priority	Performance, outcome or budget	Timing
<p>2022/23 Budget</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	Full Budget item to January 2022
<p>Quarterly Performance and Resources Report (PRR)</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	Q2 Dec, Q3 March 2022, EOY July 2022
<p>Property Joint Venture Partnership and Development Projects</p> <p>On an annual basis the committee will monitor the achievement of the aims of the JV Partnership, (March 2021 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	March 2022 TBC
<p>Economic Plan</p> <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>	Corporate	Outcome	March 2022

Topic	Corporate or Service priority	Performance, outcome or budget	Timing
<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	March 2022 TBC
<p>Growth Deals Programme</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>Asset Policy and Strategy</p> <p>To review the updated Asset Policy and Strategy documents, taking into consideration any amendments required due to changing work practices resulting from Covid-19, and feed in any comments to the review.</p>	Corporate	Performance and Outcome	March 2022
<p>Treasury Management</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> <p>The 2022/23 Strategy will be scrutinised alongside the draft budget in January 2022.</p>	Corporate	Budget	November 2021 (virtually) January 2022
<p>People Framework</p> <p>Scrutiny of progress made in meeting the aims and objectives included within</p>	Corporate	Performance	June 2022

Topic	Corporate or Service priority	Performance, outcome or budget	Timing
the People Framework. As requested at committee in November 2021.			
<u>Business Planning Group</u>			
<p>Service Improvement Projects [SAP/Oracle Fusion replacement, Capita In-sourcing and New Ways of Working]</p> <p>BPG agreed these key projects should be monitored by the BPG via updates and briefing note.</p>	Service	Performance, outcome and budget	December BPG
<p>Capital Programme</p> <p>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.</p>	Corporate	Budget	Dec 2021
<p>Property Developments – Progress</p> <p>BPG have requested a progress report on the Horsham Enterprise Project and Broadbridge Heath Retail Park.</p>	Service	Outcome	December BPG

This page is intentionally left blank



Forward Plan of Key Decisions

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

The most important decisions will be taken by the Cabinet. Due to the continuing public health measures, there will be limited public access to the meeting. Admission is by ticket only, bookable in advance via: democratic.services@westsussex.gov.uk. The meetings will be available to watch online via our [webcasting website](#). The [schedule of monthly Cabinet meetings](#) is available on the website. The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the website. [Published decisions](#) are also available via the website.

A key decision is one which:

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

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

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

Finance, assets, performance and risk management

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

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

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

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

Published: 18 November 2021

Finance and Property

Cabinet Member for Finance and Property

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

Cabinet, Cabinet Member for Finance and Property, Leader

Performance and Resources Report (Rolling Entry)	
<p>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.</p>	
Decision by	Cllr Hunt - Cabinet, Cabinet Member for Finance and Property, Leader
Date added	15 September 2021
Month	Between April 2021 and March 2022
Consultation/ Representations	Representation can be made via the officer contact
Background Documents (via website)	None
Author	Fiona Morris Tel: 033 022 23811

Contact	Natalie Jones-Punch 033 022 25098
----------------	-----------------------------------

Director of Property and Assets

Procurement and Award of Contract Heating Plant Replacement at Parkside, Horsham	
<p>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.</p>	
Decision by	Andrew Edwards - Director of Property and Assets
Date added	2 June 2021
Month	November 2021
Consultation/ Representations	<p>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.</p> <p>Representation can be made via the officer contact in the month prior to that in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Jeremy Rigby Tel: 033 022 26460
Contact	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 ECR06 20 21 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>	
Decision by	Andrew Edwards - Director of Property and Assets
Date added	19 August 2021
Month	December 2021
Consultation/ Representations	Cabinet Member for Finance and Property Representation can be made via the officer contact.
Background Documents (via website)	none
Author	Jeremy Rigby Tel: 033 022 26460
Contact	Suzannah Hill Tel. 033 022 22551

Support Services and Economic Development

Director of Finance and Support Services

Award of Contract(s) Information Technology Services	
<p>In December 2020 the Cabinet Member for Economy & 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>	
Decision by	Katharine Eberhart - Director of Finance and Support Services
Date added	14 April 2021
Month	November 2021
Consultation/ Representations	External Consultants SOCITM; Director Law and Assurance Representation can be made via the officer contact in the month prior to that in which the decision is to be taken.
Background Documents (via website)	None
Author	Stewart Laird Tel: 033022 25310
Contact	Suzannah Hill Tel: 0330 222 2551

Director of Finance and Support Services

Award of Contract: Design and Implementation Support Service	
<p>In March 2021, the then Cabinet Member for Economy & 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>	
Decision by	- Director of Finance and Support Services

Agenda Item 7
Appendix A

Date added	30 July 2021
Month	November 2021
Consultation/ Representations	Representation can be made via the officer contact. Consultees: Cabinet Member for Support Services and Economic Development
Background Documents (via website)	none
Author	Alistair Rush Tel: 033022 22002
Contact	Suzannah Hill 033 022 22551

Executive Director Place Services

Worthing Public Realm Improvements, Railway Approach: Endorsement Detailed Design Stage and Funding Arrangements	
<p>The Adur and Worthing Growth Programme (2017) identified a Worthing Public Realm Improvements programme in Worthing town centre to support the revival of the local economy by improving the quality and accessibility of public areas connecting Worthing station, the town centre and the seafront.</p> <p>Leader key decision (LDR01 18/19) confirmed WSCC commitment of £5m of growth funding to deliver the initial phases of a £12m programme of up to eight public realm schemes between the station and the seafront. Worthing Borough Council identified developer contributions, including the Community Infrastructure Levy to fund the later phases of the public realm improvement programme. Approval was delegated to the Executive Director of Place Services, in consultation with key partners and Cabinet Member(s) to progress the delivery of the project. A key decision report in May 2020 (OKD10 20/21) confirmed design options were being explored for Railway Approach, along with delivery of Portland Road, identified as priority projects within the programme.</p> <p>The Executive Director Place Services will now be asked to confirm progression to the detailed design stage of the Railway Approach project and to endorse funding arrangements.</p> <p>A further key decision will be published, in due course to allow contractor procurement to begin and delegate authority to the Director of Highways, Transport and Planning to appoint a construction contractor to start work on site in 2022 for completion in 2023.</p>	
Decision by	Lee Harris - Executive Director Place Services
Date added	27 October 2021
Month	November 2021
Consultation/ Representations	Local Members Representation can be made via the officer contact.
Background Documents (via website)	None

Author	Nick Burrell Tel: 033 022 23881
Contact	Suzannah Hill Tel. 033 022 22551

Director of Finance and Support Services

Endorsement of Procurement and Award of Contract: Microsoft Licences	
<p>West Sussex County Council entered into an Enterprise Licensing Agreement with Microsoft via a reseller in April 2019 for three years. This agreement provides access to a variety of Microsoft applications, tools and modules which are essential to supporting the Council's business operations. A new Enterprise Licencing Agreement will be required from 01 April 2022 for the next three years. The estimated total contract value is £4m.</p> <p>The Director of Finance and Support Services will be asked to agree to enter into a new Microsoft licensing agreement for three years to meet the Council's business and infrastructure licensing requirements.</p>	
Decision by	Katharine Eberhart - Director of Finance and Support Services
Date added	1 November 2021
Month	December 2021
Consultation/ Representations	Cabinet Member for Support Services and Economy Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Stewart Laird Tel: 033022 25310
Contact	Suzannah Hill Tel. 033 022 22551

Director of Finance and Support Services

Endorsement of Procurement and Award of Contract: IT Hardware	
<p>West Sussex County Council has purchased IT hardware (laptops, servers, processors etc) through the Capita Information Technology Outsource contract which expired on 30 September 2021.</p> <p>The Director of Finance and Support Services will be asked to endorse a procurement process and agree an award of contract for a provider of IT hardware for the next two years.</p>	
Decision by	Katharine Eberhart - Director of Finance and Support Services
Date added	1 November 2021
Month	December 2021
Consultation/ Representations	Cabinet Member for Support Services and Economy

Agenda Item 7
Appendix A

	Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Stewart Laird Tel: 033022 25310
Contact	Suzannah Hill Tel: 033 022 22551

Executive Director Place Services

Endorsement of Procurement and Award of Contract Manor Royal Highways Improvement Phase 2	
<p>Manor Royal Highways Improvement package is a key project within the approved Crawley Growth Programme that will provide sustainable transport infrastructure and highway upgrades to boost overall transport capacity and enable significant modal shift from car usage to bus, rail, cycling and walking alternatives. It will also deliver public realm transformation to upgrade the quality of the living environment and business environment and so attract higher quality new jobs and homes.</p> <p>The project is to be delivered over two phases as set out in decision report OKD74 20-21. Phase 2 includes highway alignment alteration for the Manor Royal bus lane, Metcalf Way traffic calming and Gatwick Road/ Manor Royal junction improvements</p> <p>The Executive Director Place Services will be asked to endorse the procurement process and agree an award of contract for delivery of the Manor Royal Highways Project Phase 2.</p>	
Decision by	Lee Harris - Executive Director Place Services
Date added	1 November 2021
Month	December 2021
Consultation/ Representations	Local member. Cabinet Member for Support Services and Economy. Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Marie Ovenden Tel: 033 022 23854
Contact	Suzannah Hill Tel: 033 022 22551