

Public Document Pack

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3 March 2022

Performance and Finance Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Friday, 11 March 2022** 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>.

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Agenda

- 10.30 am 1. **Declarations of Interest**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
2. **Minutes of the last meeting of the Committee** (Pages 5 - 8)
- The Committee is asked to agree the minutes of the meeting held on 31 January 2022 (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.

4. **Response to Recommendations** (Pages 9 - 10)

The Committee is asked to note the responses to recommendations made at the 31 January meeting from the Cabinet Member for Finance and Property.

10.35 am 5. **End of December 2021 (Qtr 3) Quarterly Performance and Resources Report** (Pages 11 - 126)

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 December 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.

11.35 am 6. **Economy Plan Update** (Pages 127 - 138)

A report by the Executive Director of Place Services and Principal Manager – Economic Growth setting out the work underway to achieve the priorities of the Economy Plan 2020-2024. The report also sets out how the County Council is working effectively to progress the Council Plan priority theme 4 `Enable Business Start-ups, Business Survival and Business Adaptation`, and priority theme 6 `Protect and Revive Tourism and the Visitor Economy` in partnership with the District and Borough Councils.

The committee is asked to review the report and make any recommendations to the Leader and Cabinet Member for Support Services and Economic Development and, if appropriate, identify any areas that require further in-depth scrutiny by the committee.

12.15 pm 7. **Customer Service Centre Function** (To Follow)

A report by the Director of Communities setting out the procurement decision in relation to a Customer Service Centre function.

The committee is asked to review the report to ensure: -

- That the outcome of the procurement meets the objectives of the Council Plan to ensure priorities and targets of the County Council can be met, specifically around KPI51: percentage of digital services available from the Council to support self-service.
- That the service being procured will provide the Council and its members with real insight into the needs of residents and their interaction with the Council

- That the outcome of the plans for management of the service and the chosen provider enable the Council to manage and monitor performance of this critical customer-facing service
- That plans are in place to manage the implementation and transfer to ensure service continuity and value for money.

12.55 pm 8. **Work Programme Planning and possible items for future scrutiny**

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

(a) **Forward Plan of Key Decisions** (Pages 139 - 148)

Extract from the Forward Plan dated 28 February 2022 – attached.

The Committee is asked to review the extract of the Forward Plan of Key Decisions 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.

(b) **Work Programme** (Pages 149 - 154)

The Committee to review its draft work programme till September 2022 taking into consideration the checklist at Appendix A.

1.05 pm 9. **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.

10. **Date of next meeting**

The next meeting of the Committee will be at 10.30am on 17 June 2022 at County Hall, Chichester. Probable agenda items include: -

- Asset Strategy and Policy
- People Framework
- Scrutiny Annual Report
- Work Programme Report

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 31 May 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.

Performance and Finance Scrutiny Committee

31 January 2022 – At a virtual meeting of the Performance and Finance Scrutiny Committee held at 10.30 am at Virtual meeting with restricted public access.

Present: Cllr Montyn (Chairman)

Cllr Burrett	Cllr Elkins (left at 11.30)	Cllr Sparkes
Cllr Boram	Cllr Evans	Cllr Turley
Cllr Britton	Cllr Hillier	Cllr Wall
Cllr Condie	Cllr Kerry-Bedell	
Cllr B Cooper	Cllr Lord	

Apologies were received from Cllr Payne

Also in attendance: Cllr Crow, Cllr J Dennis, Cllr Hunt, Cllr A Jupp, Cllr N Jupp, Cllr Lanzer, Cllr Marshall, Cllr Russell, Cllr Urquhart and Cllr Waight

31. Declarations of Interest

31.1 In accordance with the code of conduct, the following personal interests were declared in respect of item 5, Our Council Plan and Budget 2022/23: -

- Cllr Boram as a member of Adur District Council
- Cllr B Cooper as a member of Worthing Borough Council
- Cllr Hillier as Cabinet Member for Economic Growth at Mid Sussex District Council
- Cllr Kerry-Bedell as a contractor for Coast to Capital Local Enterprise Partnership
- Cllr Sparkes as a member of Worthing Borough Council

32. Minutes of the last meeting of the Committee

32.1 Resolved – That the Minutes of the meeting held on 2 December 2021 be approved as a correct record and that they be signed by the Chairman.

33. Responses to Recommendations

33.1 Resolved – That the Committee notes the responses to recommendations made at the 2 December 2021 meeting from the Chairman of the Health & Adult Social Care Scrutiny Committee.

34. Our Council Plan and Budget 2022/23

34.1 The Committee scrutinised a report by the Director of Finance and Support Services (copy appended to the signed minutes).

34.2 Summary of responses to committee members questions and comments: -

- There is a contingency amount built into the revenue reserve for funding financial pressures that may arise in adults' or children's social care. The contingency will be transferred into the revenue account when/if it is required through the year.
- The risks/challenges identified have been considered in depth and there is sufficient contingency and reserves to mitigate them
- It is possible, dependent on the terms of the grant and any ring-fencing that may exist, to use the remaining £15.923m Covid-19 fund to mitigate secondary impacts of the pandemic such as inflation
- The business rates pilot reserve consists of a number of digital infrastructure projects with district and borough councils that take time to develop – time limit for spending on the pilot projects is by March 2024
- The Council relies on district/borough council estimates for business rate income. If there is less income received than expected, the budget management reserve would be used to make up the shortfall, the reserve would need to be built up again in next year's budget. The district and borough councils reflect the challenges around business rate collection rates in the estimates provided but recognise that there are a number of uncertainties being faced
- Splitting service expenditure between statutory and discretionary services is difficult as legislation determines what the Council has to do, but not how much or how. The Council's focus is on delivering services for residents as well and as efficiently as possible
- Savings proposals for 2023/24 will be worked on and brought forward for all Member and scrutiny input as soon as possible
- A new government needs assessment will be developed to support the Fair Funding policy to better reflect the demand profile of local authorities– it was expected that the new fair funding settlement would be for three years to enable longer term financial planning
- There are huge demands on adults' social care and the Council has been lobbying government for more funding – recently the Leader, Cabinet Member for Adults' Services and the Executive Director of Adults and Health met with care providers to better understand the pressures they are facing. This was followed by a meeting between care providers and all West Sussex MPs to ensure MPs understood these pressures
- One Public Estate is Government funding provided to enable sites with shared stakeholders to be reviewed and alternative ways of using the site to be found. It is largely to fund feasibility studies for complex sites to enable partners to work together on developing site solutions. Progress can be slow due to difficulty aligning the needs and wants of all the stakeholders involved
- The Chief Executive's budget covered salaries, subscriptions and the work of the Lord Lieutenant
- The reduction in net expenditure in Commercial Services of about £11m was offset by the same increase in Information

Technology – this was a result of insourcing the service from Capita

- The implementation of Oracle to replace the current financial/human resources system was delayed from September 2021 to allow more time for data transfer testing. The system would now be available early next year. Savings would show in future years.
- The Economy Plan contains the detail of how the Council is supporting businesses e.g. working with universities on a programme for start-ups, the Research, Innovation in Sussex Excellence (RISE) project for accelerating small and medium sized businesses through innovation and investment, and promoting green businesses. The committee meeting in March will be reviewing progress in achieving the Economy Plan.
- A portion of what is being added to the Human Resources & Organisational Development budget is due to the planned restructure for this year being postponed until the new director is in place. There was also additional funding needed to cover the increased support to various areas of the Council e.g. restructures and the insourcing of remaining Capita contracts
- The extra money for Unison is to support the work required around in-sourcing and new ways of working
- Transfers of money between portfolios reflect the changes in cabinet member portfolios since last year's budget
- The reduction in pay contingency for the 2021/22 pay award is because £2m was included last year in case the government's recommended zero price increase was rejected by the unions
- The Adults' Strategy would shape services going forward – detailed financial assessments and care packages would be done in good time
- The Council Plan outlines a focus on more provision of care at home, reablement and domiciliary care which would lead to Adult Services efficiency savings
- All local authority sectors were talking to government about the potential impact of new care arrangements from 2023 and are lobbying for sufficient funding
- Budgeting for school transport was difficult as children with special educational needs and disabilities (SEND) needing transport could vary greatly from year to year both in number and location – alternatives such as mileage allowances for parents/carers to take children to school are considered, but not all people would be able to do this due to other commitments
- The Council is working collaboratively to ensure joint commissioning of bespoke mental health services are provided
- There are plans to manage the Dedicated Schools Grant deficit by the SEND Efficiency Programme, however, it should be noted that the number of children with SEND was increasing and providing provision for them would take time
- The level of the Public Health grant was expected to remain stable
- The issue around maintenance of pavements is recognised and will be included in the Capital Programme as plans are developed
- The phasing of expenditure for the Active Travel Fund matched the scheduled funding

- The restriction on Public Works Loan Board borrowing to buy investment properties for yield applies to new investments only – the Council had already invested in two properties for regeneration
- The aggregated unit cost of the Council's services was dependant on the funds it had to spend on them

34.3 Resolved – that the committee: -

- i. Welcomes the work of both officers and Cabinet in producing a balanced budget for 2022/23 and thanked officers for this
- ii. Supports the direction of travel being set in the budget and felt that the rise in Council Tax was justified
- iii. Notes the financial strength of the Council, but recognised the challenges ahead
- iv. Recognises that there are significant risks identified for the year ahead, but is currently satisfied with the level of reserves and contingencies to identify and deal with any issues that may arise
- v. Recognises the financial pressures to be faced in future years and supported any savings proposals and budget implications being brought to scrutiny committees and Member briefings as early as possible to enable Member input
- vi. Supports the continued lobbying of Government to ensure the needs of residents can continue to be met in future budgets in order to match service demand and supply
- vii. Supports lobbying in terms of longer-term funding settlements in future to enable long-term planning to take place
- viii. Welcomes the opportunity to continually monitor the performance and financial position of the Council on a quarterly basis through review by the scrutiny committees in 2022/23

35. Work Programme Planning and possible items for future scrutiny

- 35.1 Resolved – that the Committee agreed to add scrutiny of the proposed decision, Procurement: Customer Service Function to its work programme with the intention that it be discussed at the 11 March 2022 meeting.

36. Date of next meeting

- 36.1 The Committee notes its next meeting will take place on 11 March 2022, commencing at 10.30am.

The meeting ended at 1.17 pm

Chairman

Performance and Finance Scrutiny Committee

11 March 2022

Response to Recommendations

Resolutions agreed - Response from Cabinet Member for Finance and Property to feedback to 11th March committee	
<p>Committee recognised the financial pressures to be faced in future years and supported any savings proposals and budget implications being brought to scrutiny committees and Member Briefings as early as possible to enable Member input.</p>	<p>The Cabinet Member is happy to assure the Committee that the 2023/24 budget timetable is currently being finalised. He can also assure the committee that enough time will be allowed for both member briefings and scrutiny committees to receive briefings on any savings proposals in order to support full Member input.</p>
<p>Supported the continued lobbying of Government to ensure the needs of residents can continue to be met in future budgets in order to match service demand and supply. Also supported lobbying in terms of longer term funding settlements in future to enable long term planning to take place.</p>	<p>The Cabinet Member notes the support of the Committee for the lobbying of Government for funding to support the needs of West Sussex residents. This is an ongoing activity with the Leader raising issues for discussion at County Council Network meetings and at meetings with individual MPs. The Leader and/or Cabinet are also in regular correspondence with Government on specific issues.</p>
<p>Welcomed the opportunity to continually monitor the performance and financial position of the Council on a quarterly basis through review of the Performance and Resources report by the scrutiny committees in 2022/23.</p>	<p>The Cabinet Member is pleased to note that the recent decision to submit Quarterly Performance and Resource Reports to each of the Scrutiny Committees has been well received. It was felt this would enable each Committee to focus more closely on its particular service area and it is intended that this will continue for the future.</p>

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Report to Performance and Finance Scrutiny Committee

11 March 2022

End of December 2021 (Quarter 3) 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 December 2021 and is the third document in the new reporting style.

Of the 53 performance measures, 54% of measures are reporting as 'green', 21% as 'amber' and 23% as 'red'. 2% have no rating currently attached to them as no data is available.

The projected outturn forecast for 2021/22 is a £0.559m overspend, a reduction of £0.827m when compared to the September 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 15th March will approve the Quarter 3 Performance and Resources Report.

Focus for scrutiny

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

- Whether the report addresses the concerns raised at the December meeting of the Committee, including expanding the information content for the service transformation projects (benefit realisation and efficiencies to be achieved);

- The continuing impact of the Covid-19 emergency situation on the Council's performance and financial resilience;
- Identify any areas of concern within the committee's portfolio responsibilities relating to the 2021/22 performance indicators and any measures required to address these
- To review the Risk Register and assess plans in place to mitigate key corporate risks;
- 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 (where there are outcomes scrutiny may influence/add value);
- Identification of:
 - a) Any specific areas for action or response by the relevant Cabinet Member;
 - b) Any issues for further scrutiny 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 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 third quarter, the measures reported:
- 54% (29 measures) as 'Green'
 - 21% (11 measures) as 'Amber'
 - 23% (12 measures) as 'Red'
 - 2% (1 measure) is reported as having no RAG status, due to being unable to assess the current status.
- 1.4 During the autumn, the council has continued to respond to the Covid-19 pandemic with the impact expected to continue into 2022/23. £9.9m of non-ringfenced grant is currently unallocated in 2021/22.

- 1.5 The **forecast outturn position** for 2021/22 is currently projecting a £0.559m overspend. This projection assumes that all in-year costs related to Covid-19 will be fully funded from grants and partner contributions.
- 1.6 Pay inflation has been recognised by the committee previously as a key risk. A pay contingency budget has been set up to fund a 1% pay award in 2021/22. The 1.75% NJC pay award increase currently proposed is estimated to need an extra £1.6m from the General Contingency budget.
- 1.7 The main **financial risks** from across the portfolios include:
- Uncertainty in demand for services in adults and children,
 - Continued 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 (currently £7.9m of savings are judged to be red rated (no expectation of delivery this year)).
- 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 through reprioritising existing approved pipeline projects.
- 1.9 In relation to **corporate risks**, here are three corporate risks with severity above the tolerance threshold:
- CR39a – Cyber-security.
 - CR58 – Failure of social care provisions.
 - CR72 – Unregistered care homes – children and young people will not be cared for in settings that best meet their needs.
- 1.10 There are two new risks included on the Register; children accommodated in unregulated placements and climate change commitments. Details can be found in Appendix 5.
- 1.11 Nine of the **Workforce Key Performance Indicators** are rated 'Green'. Two indicators relating to sickness absence are amber rated and the red rated KPI relates to the employee disclosure rate for equality (Appendix 6).
- 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 – Q3 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 Summary

Appendix 6: Workforce

Background Papers


None

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:




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

Each Portfolio covers the following aspects in detail which enables the Section to be viewed as a stand-alone 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 Summary
- Appendix 6 – Workforce

Scrutiny Committee Documents

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

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

PRR Matrix – Documents for Scrutiny Committees

		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 Summary	✓	✓	✓	✓	✓
Appendix 6	Workforce					✓

KEY:	Specific Committee Responsibility
	To Be Included In Committee Papers

Performance and Resources Report – December 2021 (Quarter 3)

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 third quarter of 2021/2022 (October - December). 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.

National Context

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, the Government re-introduced Covid-19 restrictions following the spread of a new Omicron variant. A booster vaccination was announced with the Government offering this third Covid-19 vaccine to all adults by the 31st December. During this time, the County Council has continued to provide support to the vaccination programme and to the community by working with local partners and providing support and help to vulnerable people through the Community Hub and other front-line services.
4. On the 27th October, the Chancellor of the Exchequer presented the Autumn Budget and three-year Spending Review covering 2022/23 – 2024/25. The Provisional Local Government Finance Settlement, published on 16th December, provided confirmation and detail of the key announcements outlined in the Spending Review. However, only a one-year settlement was announced so funding in the medium term remains uncertain.
5. In December, the Adult Social Care White Paper was published which sets out a 10-year vision for the sector and provided information on funding proposal that will be implemented over the next three years.
6. The Environment Act, which acts as the UK's new framework for environmental protection, became law on the 9th November.

Performance Summary - Our Council Plan

7. This section reports the latest performance position against Our Council Plan measures. **Table 1** displays the performance by priority with details of each measure reported in each respective 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	3
	A	N/A	2	N/A	N/A
	G	N/A	2	N/A	1
Children and Young People	R	N/A	N/A	N/A	2
	A	N/A	N/A	N/A	1
	G	N/A	N/A	N/A	2
Learning and Skills	R	N/A	N/A	N/A	N/A
	A	N/A	4	N/A	N/A
	G	N/A	2	1	N/A
Community Support, Fire and Rescue	R	N/A	N/A	N/A	2
	A	N/A	2	N/A	N/A
	G	N/A	2	N/A	1
Environment and Climate Change	R	N/A	N/A	N/A	N/A
	A	N/A	N/A	N/A	N/A
	G	N/A	N/A	2	N/A
Finance and Property	R	1	N/A	N/A	N/A
	A	N/A	N/A	N/A	N/A
	G	2	N/A	1	N/A
Highways and Transport	R	N/A	1	1	N/A
	A	N/A	N/A	2	N/A
	G	N/A	N/A	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
Public Health and Wellbeing	R	N/A	N/A	N/A	N/A
	A	N/A	N/A	N/A	N/A
	G	N/A	2	N/A	3
	No RAG	N/A	1	N/A	N/A
Support Services and 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

	The values within the table refer to the number of KPI measures.
	Blue highlighted cells indicate the KPI includes a Climate Change measure. Overall there are three Climate Change measures.

8. The current quarter three position shows how the 53 measures are performing:

- 54% (29 of 53) – meeting target or on track to meet the target (Green)
- 21% (11 of 53) – close to meeting their target (Amber)
- 23% (12 of 53) – not meeting their target (Red)
- 2% (1 of 53) – unable to assess current status

This compares to the year-end forecasted position:

- 59% (31 of 53) – meeting target or on track to meet the target (Green)
- 30% (16 of 53) – close to meeting their target (Amber)
- 11% (6 of 53) – not meeting their target (Red)

Performance Summary by Priority

Keeping People Safe from Vulnerable Situations

9. The new Omicron variant of Covid-19 emerged in quarter three, exacerbating the usual pressures of the winter months and the increasing market challenges, this required some re-orientation of activity, particularly in Adult Social Care.
10. However, we have continued to work in partnership with health partners, developing a joint winter plan to facilitate the timely discharge of 2,224 patients from hospital over the quarter; and we remain on track to reduce admissions to residential and nursing homes for working age adults and older people, enabling more people to live independently for longer and thereby reducing need for long term services.
11. Work was also progressed over the autumn with service users, carers, staff, voluntary sector groups and providers to help shape a new Adult Social Care Strategy to guide the future development of our adult social care services up to 2025.
12. Improvements and planned service changes within Early Help and Children's Social Care are progressing well and this is evident in the improving performance of some of the KPIs, for example children looked after with three or more placements, improving the stability of placements is the result of embedding good practices. The Commissioner delivered his latest review to Department for Education (DfE) Ministers in December, and we expect a response in the coming months.
13. In December, inflation reached its highest level in decades, with particular pressures in fuel costs. The West Sussex Fuel Poverty Fund supported services to vulnerable people this winter and grants have been given to Age UK Meal Delivery Service and Family Support Work.

A Sustainable and Prosperous Economy

14. The economy continued to recover, with key milestones including the end of the furlough scheme, although the emergence of Omicron adversely impacted many businesses – particularly in hospitality and food – in the run up to Christmas.
15. The Track, a new shared and collaborative employment workspace for creative and digital businesses in Bognor Regis had its official opening in October, an important step in the Council's work to support enterprises to start and grow. So far this year over 1,200 enterprises have accessed unique packages of business support, encouraging successful start-ups and helping established businesses to revive, innovate and grow.
16. The A24 Robin Hood roundabout major work improvement scheme was completed, as was public consultation on the review of the statutory West Sussex Transport Plan which will set out how the Council will, with strategic partners, address key challenges in the transport network to 2036.
17. All planning applications within the Sussex North Water Supply Zone (which covers all of Horsham District, and parts of Crawley Borough, Chichester District, and Arun District) now have to demonstrate that they do not increase pressure on water resources i.e., that they are 'water neutral'. Planning officers are working with the

Agenda Item 5

Annex B

other authorities, Southern Water, Natural England, and Environment Agency to identify solutions for water neutrality. Officers will continue to update internal services (such as facilities, estates, economic development, education, capital projects, sustainability) on water neutrality matters and implications for corporate schemes.

Helping People and Communities Fulfil Their Potential

18. Full Ofsted inspections for schools resumed in September 2021. As at the end of December 2021 the percentage of schools rated good or outstanding is at their highest levels in recent history and on track to meet our targets. Key Stage 4 results have also been published and we have met our targets although results are not directly comparable to previous years, due to the different method of assessment. Key Stage 2 results were also assessed differently this year and will not be available.
19. The impacts of the pandemic continue to be felt, for example adults with learning disability in paid employment remains below target because employment opportunities have been limited, and the number of adult services reviews carried out in 12 months where performance has deteriorated due to Covid-19, the pressures of hospital discharge flows and need to divert available resources.
20. The Community Hub has completed outreach work or supported over 62,000 residents, including the clinically extremely vulnerable. The Hub continues to work jointly as part of the Local Tracing Partnership supporting the National Test and Trace Programme and also supporting residents with Covid-19 related needs through the Household Support Fund.
21. The Resettlement Team, who work with partners to resettle refugees under the Vulnerable Persons Resettlement Scheme (VPRS) have successfully secured more suitable properties from both the private and social sectors, exceeding their target. Work has also commenced on supporting the Hong Kong British Nationals Overseas (HKBNO) that have started to arrive in West Sussex.

Making the Best Use of Resources

22. We have significantly reduced the operational estate during this quarter, primarily due to the closure of a number of Children and Family Centres and Youth Centres as a result of the Early Help Service redesign. Work is underway at the site of West Sussex Fire and Rescue Service's brand-new Horsham Fire Station and Training Centre.
23. A new Occupational Health contract started in October to provide suitable support for WSCC and schools staff, and our numbers of apprentices continues to rise, reaching 93 by the end of December.

Responding to the Challenges Posed by Climate Change

24. Supporting our climate change agenda, carbon emissions are also on track to meet our targets, down 18% compared to the 2019/20 baseline. Although colder months have led to a return of heat demand as the primary emission source, warmer than average external temperatures have supported reduced demand compared to previous years. Business travel emissions have increased 23% compared to

2020/21, though remain much reduced compared to the pre-Covid 2019/20 baseline. We have also secured £326,189 government funding to analyse which of our buildings could switch to clean, low carbon heating systems and support action on climate change. Heat decarbonisation plans will be produced for hub sites, such as Parkside in Horsham and the Worthing Community Hub, and a range of other locations.

Finance Summary

National Overview

25. As market experts predicted, inflation has continued to rise during the last quarter due to a number of factors including the general economic recovery from the Covid-19 pandemic and the sharp global increase in energy prices. The latest figures from the Office for National Statistics (ONS) on the Consumer Price Index (CPI) and Retail Price Index (RPI) are shown in **Table 2** below.

Table 2 – Inflation Table CPI and RPI

Inflation	April 2021	May 2021	June 2021	July 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021	Dec 2021
Consumer Price Index (CPI)	1.5%	2.1%	2.5%	2.0%	3.2%	3.1%	4.2%	5.1%	5.4%
Retail Price Index (RPI)	2.9%	3.3%	3.9%	3.8%	4.8%	4.9%	6.0%	7.1%	7.5%

26. The Bank of England’s Monetary Policy Committee (MPC) sets its monetary policy to meet a 2% inflation target. In its meeting on the 15th December 2021, the MPC decided to increase the Bank of England’s base rate by 0.15%, to 0.25%. A further increase of 0.25% was announced on the 3rd February 2022 with an aim to help slow inflation. In addition, the Bank of England have also revised its inflation prediction saying it expects inflation to ‘reach about 6% by spring 2022’ and ‘expects the rate of inflation to fall quite quickly from the second half of 2022, as the effect of temporary factors end’.
27. There remains significant uncertainty around funding from 2023/24 onwards with the review of the funding methodology due to commence in early 2022. The Fair Funding Review and changes to the business rates retention scheme, originally planned to be implemented from April 2020, has been postponed for a number of years and has, therefore, delayed the impact on local authorities’ funding assumptions. The Government are now committed to implementing the changes and it is expected that there will be further indications of the impacts by the summer 2022.

County Council Financial Overview

28. During the third quarter, the County Council has continued to respond to the changing nature of the pandemic following the immense pace and spread of the Omicron variant. The on-going impact on demand and the cost of council services remains a concern, with the cost of care continuing to increase at higher rates than budgeted, and the projected costs of delivering the capital programme continuing

Agenda Item 5
Annex B

to increase. These uncertainties, coupled with the volatile short-term economic outlook, continue to make forecasting the year end outturn position difficult. Ongoing economic implications on services have been factored into the council's medium-term financial strategy and budget setting process for 2022/23, although some uncertainty remains with regards to the continuing impact of the pandemic.

29. The forecast outturn position for 2021/22, as at the end of December, is currently projecting a **£0.559m overspend**, a reduction of £0.827m when compared to September. This overall position assumes that in-year 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 £1.975m of pay inflation contingency (1% pay provision), which is held separately.

Projected Outturn Summary

30. **Table 3** details the projected revenue outturn position by Portfolio.

Table 3 – Projected Outturn and Variation by Portfolio

PORTFOLIO	CURRENT NET BUDGET (£'000)	PROJECTED OUTTURN VARIATION (£'000)	VARIATION %	MOVEMENT SINCE Q2 (£'000)
Adults Services	209,543	0	0.0%	0
Children & Young People	130,808	500	0.4%	0
Learning & Skills	22,735	1,857	8.2%	(44)
Community Support, Fire & Rescue	40,724	303	0.7%	(159)
Environment & Climate Change	60,813	-2,365	-3.9%	(565)
Finance & Property	23,624	230	1.0%	130
Highways & Transport	36,577	-980	-2.7%	(790)
Leader	2,590	-50	-1.9%	(50)
Public Health & Wellbeing	0	0	0.0%	0
Support Services & Economic Development	40,332	462	1.1%	49
Non Portfolio	57,087	602	0.0%	602
Total	624,833	559	0.1%	(827)

Key: and - Provides a view of the Q2 projection
 and - Reports the Q3 projection

31. 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,
- Continued 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.

32. The Adults Services Portfolio continues to be under significant pressure, largely due to the cost of care for Older People continuing to increase and the imbalance of supply and demand in the care sector. The cost of care packages have grown by 5.7% this financial year, which represents real terms pressure of almost 4% when discounted for the inflationary uplift of 1.75% agreed by the County Council for 2021/22. With fewer residential providers accepting new placements at the County Council's usual maximum rates, there is a significant financial risk in the short to medium term which will need to be addressed. Currently, the in-year overspend is expected to be mitigated by one-off opportunities including the use of Covid-19 grants, Improved Better Care Fund (iBCF) and the Adults and Health Pressures and Recovery Reserve. Further details are reported in **Section 1** – Adult Services Portfolio.
33. The pressure on the Dedicated Schools Grant (DSG) continues to be of concern, with a projected overspending of £7.2m 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 to £25.0m in 2021/22. Further details are reported in **Section 3** – Learning and Skills Portfolio.

Contingency Budgets

34. There is still no official resolution to the National Joint Council (NJC) pay award for 2021/22; although the result of a ballot by Unison members suggests that there will be no further action and the final pay offer of 1.75% put forward by the National Employers for Local Government in July 2021 will be accepted.
35. A pay contingency budget was initially created to fund a potential 1% pay award in 2021/22. To fund the proposed 1.75% NJC pay award, it is estimated that an additional £1.6m will be required from the £6.4m General Contingency budget in addition to the £1.975m remaining within the Pay Contingency budget. **Table 4** demonstrates the potential impact.

Table 4 – Contingency Budget – Impact of Potential Pay Inflation

Contingency Budgets in 2021/22	Remaining 2021/22 Contingency Budget	Potential Contingency Commitment - Relocation to Durrington Bridge House	Estimated 1.75% Pay Award for Staff Groups Awaiting Pay Award Agreement	Contingency Budget Remaining
Pay Contingency	£1.975m	£0.000m	(£1.975m)	£-
General Contingency	£6.400m	(£0.700m)	(£1.600m)	£4.100m
Total	£8.375m	(£0.700m)	(£3.575m)	£4.100m

Homeworking/ Change in Service Delivery

36. Throughout the year, the Covid-19 pandemic has impacted the way the County Council delivers its services to its customers and how it operates internally. Many services have had to adapt to different ways of working to enable the business to continue in an efficient and effective manner.

Agenda Item 5
Annex B

37. As per Government guidelines, the County Council has asked its employees to work from home where possible to reduce the risk of infections in the workplace. Homeworking has also provided some financial benefits which are detailed and included in the portfolio financial year end projection; however, these in-year savings identified are also collated in **Table 5**.

Table 5 – Projected In-Year Underspending from Homeworking/ Change in Service Delivery

Type of Spend / Area	Projected Underspending	Comments
Staff Travel and Vehicle Mileage	(£0.405m)	In-year saving from a reduction in staff travel (including social care).
Utilities	(£0.300m)	Reduction in utility expenditure due to reduced occupancy in the majority of county buildings.
Facilities Management	(£0.160m)	Reduction in shredding and refuse, consumables at area hubs and security costs.
Members Travel, Expenses, Training and Refreshments	(£0.070m)	Saving due to remove working and on-line meetings.
Total Projected Underspending	(£0.935m)	

38. With the new Worthing Hub project currently underway with staff transferring from Centenary House to Durrington Bridge House, it had been envisaged that the one-off saving from homeworking would directly offset the cost of this project; however due to the portfolio budgets only just breaking-even overall, the funding cannot be released at this time.
39. It is estimated that the Worthing Hub project will require £0.7m to fund the fitting-out of the new premises and removal costs; therefore, a £0.7m commitment for this project is currently reported against the General Contingency budget, as described in **Table 4** and **Appendix 1**.

Savings Update

40. The **2021/22 savings target** across all portfolios is £18.5m. Of this amount, £9.2m (50%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism, £1.4m (8%) is judged as amber where further work is required to ensure the saving can be achieved and £7.9m (43%) is judged as red with no expectation of delivery in this year. Red savings are reflected in the forecast outturn position. **Table 6** summarises the savings position. Details of each saving and its delivery is included in the separate portfolio sections.

Table 6 – 2021/22 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	690	200	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	-	-	220	320	540
Finance & Property	-	-	236	7	243
Highways & Transport	-	76	200	1,021	1,297
Leader	-	-	100	1	101
Public Health & Wellbeing	-	-	-	-	-
Support Services & Economic Development	632	400	753	1,446	3,231
Total	7,960	1,366	4,710	4,477	18,513

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

41. In addition, there remains **£3.1m of savings from 2020/21** which had not been delivered permanently by the start of the financial year. The majority of these savings plans were adversely affected by the pandemic. Of the £3.1m savings currently outstanding, £1.2m (39%) 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 £1.6m (52%) are judged as 'red' with no expectation of delivery. The red savings are reflected in the forecast outturn position. **Table 7** summaries the in-year savings position. Details of each saving and its delivery is included in the separate portfolio sections.

Table 7 – Savings Brought Forward from Previous Year by Portfolio

Savings Brought Forward From 2020/21	Red	Amber	Green	Blue	Total (£000)
	Significant Risk (£000)	At Risk (£000)	On Track (£000)	Delivered (£000)	
Adults Services	1,100	-	800	-	1,900
Children and Young People	56	-	44	-	100
Learning & Skills	25	-	100	-	125
Community Support, Fire & Rescue	-	-	150	-	150
Environment & Climate Change	-	-	-	-	-
Finance & Property	150	-	150	-	300
Highways & Transport	-	300	-	-	300
Leader	-	-	-	-	-
Public Health & Wellbeing	-	-	-	-	-
Support Services & Economic Development	-	-	-	-	-
Non-Portfolio	250	-	-	-	250
Total	1,581	300	1,244	-	3,125

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

Covid-19 Grants and Income Summary

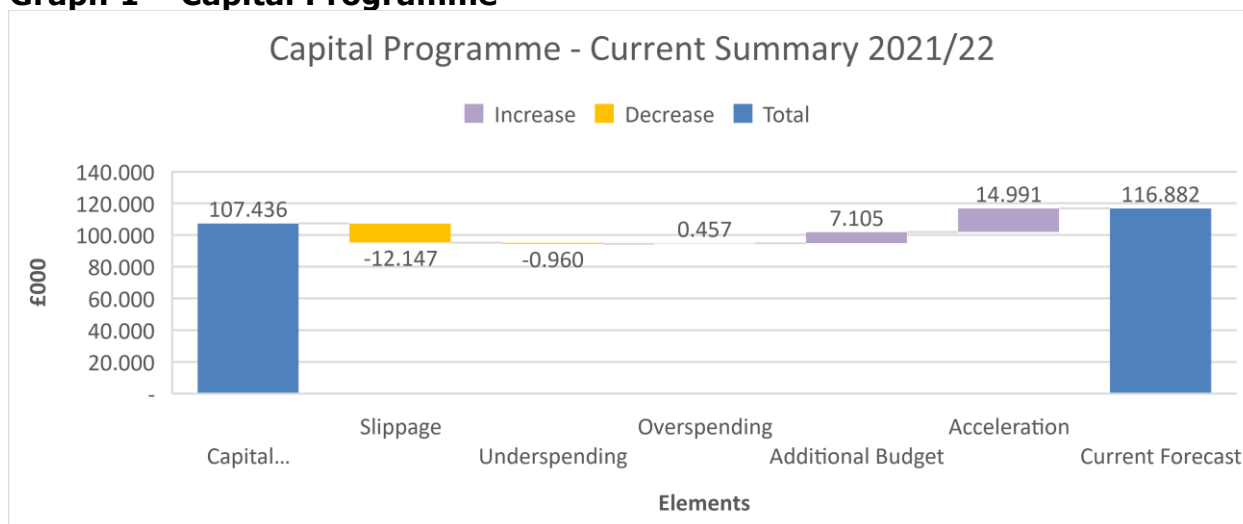
42. The cost of the Covid-19 pandemic to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2021. It is expected that all the costs of the pandemic incurred in 2021/22 will be funded from government grants or from other income received from partners. A detailed list of the Covid-19 grants received and estimates of further grants are listed in **Appendix 2**.

43. Currently, of all the grant and contributions available, there is £9.9m of non-ringfenced grant which is currently unallocated in 2021/22, however, it is clear that the impact of the pandemic will continue into the 2022/23 financial year which will cause significant financial risk to the County Council. On-going supply and demand pressures within Adult Social Care are of particular concern as the pandemic continues to affect the social care market provision and rising cost of care. Further details are reported in **Appendix 2**.

Capital Programme Summary

44. 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 and our project teams are continuing to work closely with contractors to anticipate problems before they arise. Any increase in budgets will need to be met through reprioritising existing approved pipeline projects. The capital programme has been reviewed as part of the budget setting process for 2022/23 to ensure budgets are robust and the projects included will help to meet the Council's ambitions.
45. 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 £9.5m, to give a current full year projected spend for 2021/22 of £116.9m. **Graph 1** demonstrates movements from the revised capital programme to the current forecast.

Graph 1 – Capital Programme



Key:

- Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
- Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.
- Underspending – Unused funding following the completion of projects.
- Overspending – Projects that require further funding over and above the original approved budget.
- Additional Budget – Additional external funding that has entered the capital programme for the first time.
- Acceleration – Agreed funding which has been brought forward from future years.
- Current Forecast – Latest 2021/22 financial year capital programme forecast.

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

Corporate Risks

47. 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.
48. During the quarter, the Corporate Risk Register has been updated with a number of changes including the introduction of two new risks, as described in **Table 8** below.

Table 8 – Changes to the Corporate Risk Register When Compared to Previous Quarter Report

Risk Number	Risk	Action	Reason	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.	Risk severity reduced.	Due to outcome of recent Ofsted monitoring visit.	15
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).	Risk closed.	Trigger/cause (instructed to work from home) is no longer relevant, and any controls are embedded in Business as usual.	N/A
CR72	The Government have stipulated that children in care under the age of 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 risk.	From 9th September 2021, children in care under 16 are not allowed to be accommodated in unregulated placements.	16
CR73	If there is a failure to adequately prioritise, finance and resource our efforts to deliver on WSCC Climate Change commitments (e.g., 2030 Carbon Neutrality), there is a risk that there will be insufficient capacity and capability to complete the necessary actions within the required timeframes. This will lead to prolonged variations in weather and adverse impacts on WSCC service provision.	New risk.		12

Agenda Item 5
Annex B

49. There are three corporate risks with severity above the tolerance threshold:
- CR39a – Cyber-security.
 - CR58 – Failure of social care provisions.
 - CR72 – Unregistered care homes – children and young people will not be cared for in settings that best meet their needs.
50. The latest Corporate Risk Register can be found in **Appendix 5**.

Workforce

51. The Workforce Key Performance Indicators, detailed in **Appendix 6**, shows that of the 12 KPIs with a RAG status indicator, nine are green, two are amber and one is red.
52. The amber measures relate to an increase in sickness recorded on the rolling 12-month average calendar days lost to sickness and a reduction in the completion rate of staff inductions. The red measure relates to the employee disclosure rate for equality. The target for this measure is 30%, however the current level is 17%.

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 Summary
Appendix 6: Workforce

Adults Services Portfolio – Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - Work has been underway since September 2021 to build a longer-term vision and strategy for adult social care, co-designed with staff, customers, carers and partners. The creation of the strategy will understand better what has changed for people since the start of the pandemic and what they want from their lives, so the care and support provided can be shaped to meet the needs and expectations of the people the County Council supports. It will also allow the County Council to reflect on what is most important to people and look to commission, deliver or enable services to be delivered in a way that meets people's expectations and support the commitment to person-centred care, with the voices of customers and carers at the heart of their own care and support as set out in the recently published White Paper. The first phase of co-design activity was completed following a two-month process of nine workshops, 17 focus groups and a survey that has yielded almost 1,000 responses. The draft strategy has been shared with everyone who has been involved in its creation before being finalised and will be considered for approval by Cabinet in February 2022.
 - The County Council has continued to work in partnership with health partners, developing a joint winter plan, including additional measures due to the spread of the Omicron variant, to facilitate the timely discharge of 2,224 patients from hospital over the quarter. The importance of managing the flow of patients through hospital settings has been essential with the continued impact of Covid-19 on hospital admissions.
 - The Joint Carer Strategy 2021-2026 was endorsed by the Health and Wellbeing Board and provides a clear direction of travel for carer identification and support in West Sussex. The strategy was developed with carer engagement of all ages as well as wider stakeholders and aims to ensure carer recognition, provide targeted support, advance equality of access, contingency planning for young carers, limit financial hardship and reduce carer isolation.
 - Work has continued through the Learning Disability Partnership Board, to raise Learning Disability Awareness. Partner organisations, including the NHS, Voluntary Sector and District and Boroughs have been assessing health inequalities with the focus on life expectancy, reasonable adjustments to make sure people can access services and digital inclusion. A specific set of targets are being set, identifying the actions required to achieve results, which the Health and Wellbeing Board will monitor over the next year.
 - The County Council continues to remain on track to reduce admissions to residential and nursing homes for working age adults and older people, in line with our corporate priority to maximise independence in a personal 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 current trajectory continues to indicate a

reduction from 2020/21 admissions and puts West Sussex in line with regional local authority peers.

Our Council Performance Measures

Adults Services	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
		Jun-21	Sep-21	Dec-21				
11 Percentage of contacts to adult social care that progress to a social care assessment Reporting Frequency: Quarterly	20-30%	47.1%	44.9%	50.8%	↓	Demand and increased acuity of customer need remains high, something which is a national trend. The Government's evidence review for adult social care reform published in December 2021 details 'as more people live to older ages, more of us are living with illness and disability, often with complex comorbidities and more challenges in managing everyday life'. This trend continues to impact the County Council's ability to resolve peoples need through universal, low level or preventative services at the front door. However as with Q1 and Q2, Q3 data may be subject to adjustment as there is a degree of lag in reporting due to the presence of waiting lists in services.	Monitoring demand and complexity of need will continue as will working with health and voluntary and community sector partners, as part of the emerging Adult Social Care Strategy 2022-25 to look to address this national trend in West Sussex.	R
12 Percentage of adult social care assessments that result in a support plan Reporting Frequency: Quarterly	65-75%	46.6%	47.6%	31.2%	↓	Note further adjustments to performance for Q1 (46.6%) and Q2 (47.6%) which reflects the outcome of further support plans being determined. Q3 data will also be subject to change as more assessments are completed and support plans determined. Performance for Q1 and Q2 remain below target which continues to indicate 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 the development of a support plan. Peoples needs are being met through alternative service provision including preventative services such as reablement.	The service will continue to monitor demand and capacity in respect of this measure throughout quarter 4 and predicts that performance will not improve enough to achieve the target as set. The reasons for this will be reviewed as part of target setting for the next financial year.	R
13 Percentage of safeguarding concerns that become a Section 42 enquiry Reporting Frequency: Quarterly	56.3%	63.3%	58.2%	62.8%	↓	Although the conversion rate has increased this quarter, safeguarding concerns that have become Section 42 enquiries have been audited and officers are assured that the decision making against the County Council's safeguarding criteria is robust.	The Safeguarding Adults Board has drafted new threshold guidance to help partners understand when to raise safeguarding concerns and when alternative options may be more appropriate. As it is unknown how many safeguarding concerns will be received in quarter 4 and whether these will be converted to Section 42 enquiries, the end of year RAG rating remains amber even though performance for quarter 3 is red.	A
14 Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	2.2 Months	2.9 Months	3.4 Months	↓	Further increase, which is due to the continued increase in volume and delays in work being completed due to Covid-19 in homes, staff sickness and some recruitment challenges. Performance is still below target though so reasonable confidence we will maintain position below the 4.4 months, until year end.	Ongoing monitoring.	G
36 Percentage of adults that did not receive long term support after a period of reablement support Reporting Frequency: Quarterly	85.5%	85.5%	85.4%	81.3%	↓	Data is not available for this quarter due to issues with data collection, following changes to workflows and processes. However, the service continues to be impacted by reduction in staffing levels due to covid, which has reduced capacity in the service. In addition the complexity of customers remains high. The service has also in this quarter provided service to non-reablement customers to support service failures in the domiciliary care market. These impacts are likely to have a negative impact on this performance indicator.	Contract management and oversight will continue throughout quarter 4, working with the provider in respect of performance mitigations that are within the control of the County Council.	A
37 Percentage of adults that purchase their service using a direct payment Reporting Frequency: Quarterly	27.4%	27.1%	27.9%	28.5%	↗	Performance is marginally above target, so intervention not required at this stage. Will continue to be monitored.	Ongoing monitoring.	G
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%	69.4%	67.1%	63.4%	↓	Performance has deteriorated due to Covid-19 (and specifically Omicron demands and the pressure from hospital discharge flows, and staffing). All statutory work has been considered and prioritised (based on levels of risk) and majority of reviews have been temporarily paused.	Once the immediate Covid-19 pressures have reduced, recovery measures will be put in place. This includes a plan to introduce dedicated review teams which will be progressed throughout quarter 4. As these teams will be not be in place until later in the quarter, it is unlikely that the target will be met by the end of the financial year.	R
39 The percentage of adults with a learning disability in paid employment Reporting Frequency: Quarterly	3.6%	0.4%	0.4%	0.6%	↗	Although there is slight improvement in performance in quarter 3, this measure is dependent on case reviews/assessments within the last 12 months to record employment, which has not been undertaken due to overall capacity issues within the service during this quarter.	Work will be undertaken throughout quarter 4 to complete case reviews/assessments, which is expected to see a significant increase in performance.	R
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%	71.0%	52.0%	67.0%	↗	This is an NHS led measure and is dependant upon the number of customers open to the Sussex Partnership Foundation Trust Mental Health Trust. Current performance has increased and this trend is likely to increase as reviews are undertaken and outcomes are recored through to year end.	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 Sussex Partnership Foundation Trust.	A
44 Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service Reporting Frequency: Quarterly	80.0%	91.0%	89.1%	86.0%	↓	Of the clients asked, 32 agreed or strongly agreed that they felt safer. This equates to 86%	The IDVA (Independent domestic violence advisor) service is currently under review, in line with the implementation of the family safeguarding model. A part of this review will include data recording mechanisms, with an emphasis on consistently capturing client outcomes. The domestic and sexual violence community safety lead officer will attend quarterly operational meetings to reiterate the importance of Insights completion for all clients, and offer support around this process as required. The operational service and early help MASH (Multi agency safeguarding hub) manager is aware of the need to consistently complete the data capture forms, and will ensure this is a part of routing duties for each IDVA.	G

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

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure (Covid-19 position is reported in Appendix 2)	£2.227m	Covid-19 Grant – Assumed funding from Covid-19 grants and contributions (Covid-19 position is reported in Appendix 2)	(£2.227m)	
Older People – delays in delivering 2021/22 savings due to increased care costs and demand	£4.361m	Covid-19 Grant – Allocation of Contained Management Outbreak Fund (COMF) towards eligible costs within Older People and Learning Disability cohorts	(£8.482m)	
Delays in delivering 2021/22 savings from the closure of Marjorie Cobby House and Shaw day care services. Delayed until April 2022.	£0.890m	Covid-19 Grant – Use of Omicron Support Fund and the Workforce Recruitment and Retention Fund to manage market pressures	(£1.825m)	
Older People – continued rising cost of care packages and reduction in additional income assumption following backdated assessments	£6.862m	Use of external funding sources including Winter Pressures Grant and Improved Better Care Fund (iBCF) to manage market pressures	(£1.675m)	
Learning Disabilities– delays in delivery of savings 2020/21 & 2021/22	£2.827m	Underspending from the closure of in-house services during the pandemic	(£0.631m)	
Learning Disabilities – expenditure relating to residence dispute adjudication outcome against the County Council (including backdated costs).	£1.800m	Various underspending across a mix of services	(£0.400m)	
Learning Disabilities –changes in care packages for a small number of customers with complex care needs	£0.673m	Further funding from Covid-19 grants, the Improved Better Care Fund (iBCF) and Adults and Health Pressures and Recovery Reserve	(£4.400m)	
Adults Services Portfolio - Total	£19.640m		(£19.640m)	£0.000m

Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Q1	Q2	Q3	Action	Trajectory			
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	↔	4670	↔	Customer numbers remain close to pre-Covid levels. This represents less of a budget risk than care costs. These are being driven by market-related factors, especially shortages of care workers. At the end of quarter three, the real terms rate of price increase is 3.95%, 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%	↗	5.7%	↗		
		% increase in the average net weekly cost of a care package for older people	2.8%	↗	4.1%	↗	5.8%	↗		

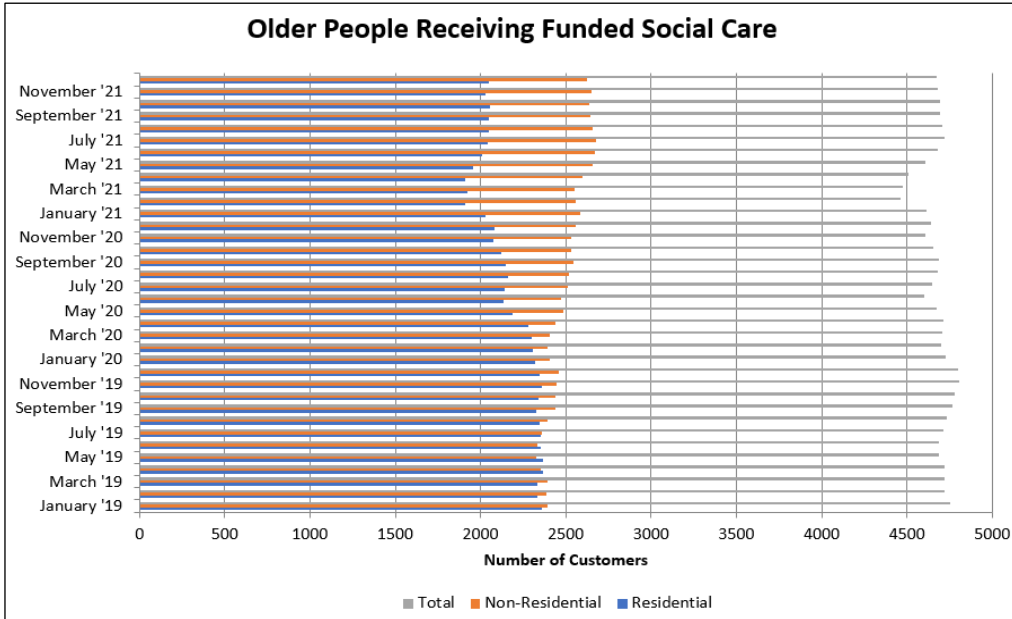
Financial Narrative on the Portfolio's Position

1. The Adults Services Portfolio is projecting a balanced budget at this time; however, the underlying overspending risk reported in September has increased from £10.3m to £12.9m. The main source of that pressure continue to relate to the cost of older people and customers with learning disabilities.
2. **Older People - Demand.** Outwardly demand remains steady. Customer numbers reduced by around 20 during the third quarter, which, in an historical context, is unusual for this time of year. At approximately 4,700, the total is now around 100 fewer than pre-pandemic levels. However, that position masks the increasing challenge that the County Council is facing in obtaining care. For a whole series of reasons, which include the needs of hospital discharge, workforce shortages, rising inflation and care homes that are closed to new admissions because of Covid-19, there is an imbalance of demand and supply in the market. This is manifesting itself in growing waiting lists and so there may be a spike in numbers at a future date if any unmet demand cannot otherwise be managed.
3. **Older People – Cost of Care.** The same factors which are limiting supply are also resulting in the cost of care rising sharply. The average cost of a care package, which now stands at approximately £505 per week, has grown by around £6 per week during the third quarter. This takes the increase for the year to date to 5.7% – the comparative figure in September was 4.5% - which represents real terms pressure of almost 4% when discounted for the inflationary uplift of 1.75% agreed by the County Council for 2021/22.
4. Amongst other things, that statistic indicates that fewer residential providers are accepting new placements at the County Council's usual maximum rates. Over 60% of those admissions are now being made at an agreed rate and it is becoming increasingly common for providers to be seeking payment of over £1,000 per week for fairly standard provision. At the same time the fragilities within the domiciliary care market are causing short term residential placements to be used to hold customers until suitable care can be sourced to enable them to return home. In other circumstances, without the pressure the County Council is facing to ensure hospital beds become free as soon as people are medically fit to be discharged, much of this spending would not be seen as value for money. However, it is being incurred as the cost of a pandemic and has added £3.5m to projected care expenditure in 2021/22 since October. Fortunately, the conditions attached to the recently announced Workforce Recruitment and Retention Fund and Omicron Support Fund allow £1.8m of that expenditure to be charged against those allocations. When combined with uncommitted resources within the Winter Pressures Grant and the market fragility allocation in the Improved Better Care Fund this enables that £3.5m to be managed without detriment to the outturn position.
5. **Income from Customer Contributions to Care.** Due to financial assessments relating to the policy change that the County Council agreed in respect of the Minimum Income Guarantee (MIG), estimates have needed to be included in previous forecasts about the additional revenue that ultimately would be generated. Unfortunately, the increase in income that has followed has been lower than projected. In part this is because the proportion of

customers contributing towards a non-residential package was expected to return to its pre-pandemic level of circa 75% but has remained consistently below 70%.

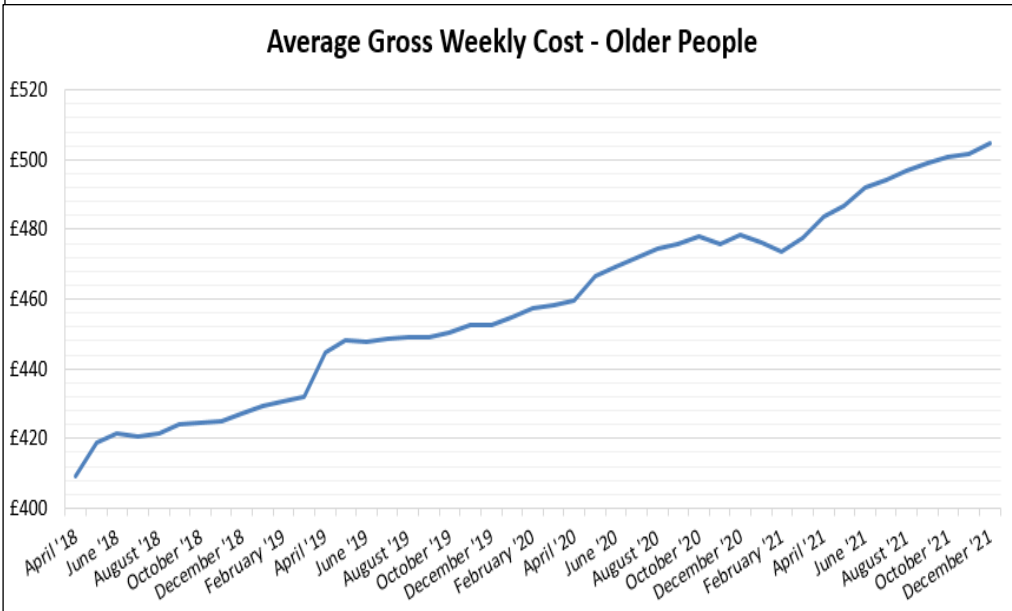
6. In addition, the County Council has recently made a decision not to uplift non-residential contributions in 2021/22 for existing customers to avoid the possibility of any further increases in this financial year for those people who have been impacted by the changes to the MIG). The combination of those factors means that the additional income will be £1.5m less than estimated. Despite this, income will still be in-line with the budget and the loss is of a contribution which would have helped mitigate overspending pressure.
7. **Learning Disabilities.** – For the County Council’s share of the pooled budget, the projected overspend on Learning Disabilities has risen by £1.5m from £3.8m to £5.3m. Over half of that increase (£0.8m) relates to two customers where responsibility for residence has been disputed. In both cases, adjudications have recently been made against the County Council. Such decisions are backdated (one to 2014, the other to 2016) and so will result in payment of historic arrears as well as on-going care costs. This takes the number of such cases that the County Council has lost in the last six months to four. Between them, they account for £1.8m of the total Learning Disabilities overspend, though as circa £1.4m is bound up in the arrears this will be one-off in 2021/22 rather than spending that will recur. The remaining £0.7m is a consequence of changes in package costs for a small number of customers with particularly complex care needs.
8. **Summary Position.** Between the Older People’s budget and Learning Disabilities, the aggregate increase in pressure is £3m. After allowing for £0.4m of underspending across a mix of other budgets across the service, the overspend estimate becomes £12.9m. Given the extent to which the causes are attributable to Covid-19, £8.5m of this is chargeable against the County Council’s Covid-19 Contained Management Outbreak Fund (COMF) grant allocation. This leaves a balance of £4.4m, which will be covered from either the Improved Better Care Fund (iBCF), further Covid-19 grant funding or the Adults and Health Pressures and Recovery Reserve of £4.7m that was created at the end of 2020/21 to meet Covid-19 recovery expenditure. Those options enable the overall forecast for the Adults budget to be a balanced outturn.
9. Nevertheless, this commentary has underlined the turbulence that the service is currently facing, most of which is driven by external factors outside of immediate control. Without the availability of substantial additional Government grant funding, the outcome would have been significant overspending. Consequently, the outlook for 2022/23 and beyond is critically dependent upon the extent to which stability returns to the market. Unless that happens, it is highly likely that price competition for care will continue, leaving the budget exposed to all of the risks that this will carry. This is especially relevant for next year as large swathes of planned savings are planned are predicated on actions that will aim to make the cost of care more sustainable.

Cost Driver Information



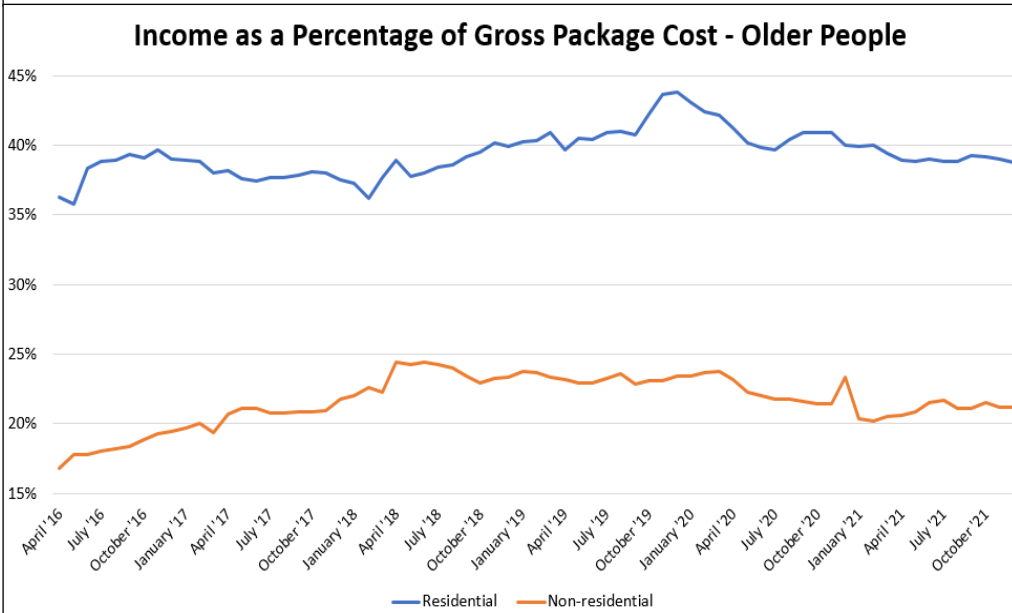
This graph shows the number of older people receiving funded social care and the type of care package.

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

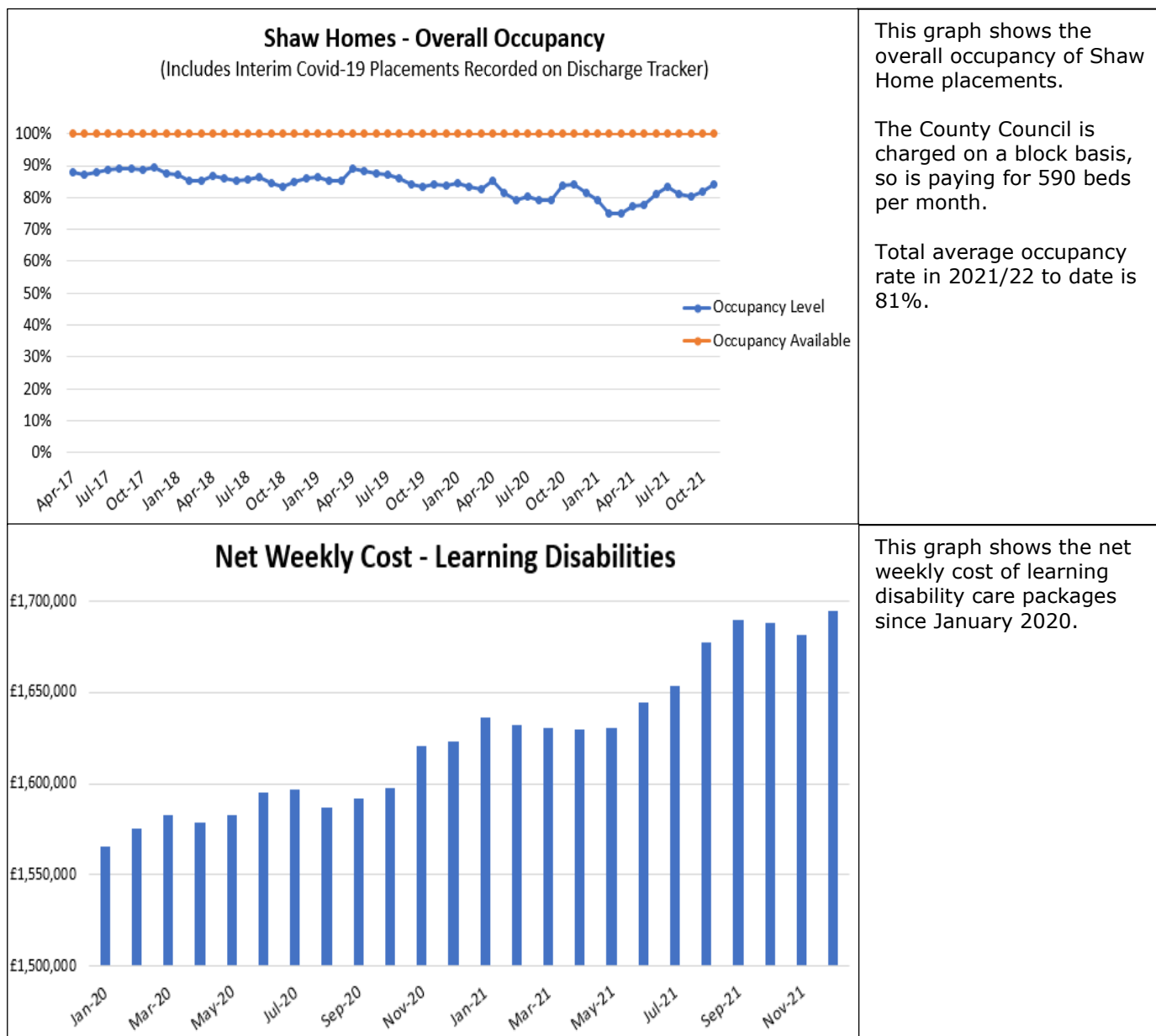


This graph shows the average gross weekly cost of older people since April 2018.

The average cost of a package is currently running 5.7% higher than at the end of March which represents real terms pressure of almost 4% when discounted for the inflationary uplift of 1.75% agreed by the County Council for 2021/22.



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

10. 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	December 2021		Narrative	2022/23
Lifelong Services (<i>Learning Disabilities</i>)	1,900	800	G	Plans being reviewed as part of service budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	G
		1,100	R Covid19		A

Agenda Item 5
Annex B, Section 1

Saving Activity	2021/22 Savings £000	December 2021		Narrative	2022/23
Review of in-house residential services (<i>Older People</i>).	640	640	R	A decision to close Marjorie Cobby House was made by Cabinet in November. This will result in the saving being delivered in full in 2022/23. The shortfall in 2021/22 is substantially mitigated from savings that have arisen whilst in-house day services have been closed during the pandemic.	G
Review of Shaw day services (<i>Older People</i>).	250	250	R	A decision to close Shaw day services was made by Cabinet in November. This will enable the saving to be 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 have been laid as part of budget preparation for 2022/23 to avoid this becoming a recurring pressure.	A
Non-residential customers to remain at home with reduced package (<i>Older People</i>).	890	200	G	Savings to date from the additional capacity available in the Reablement contract.	G
		690	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. When the decision was made in February 2021 to invest additionally in the contract, funding was earmarked from the Improved Better Care Fund to mitigate the risk of under-performance in its first year, so this will not result in overspending.	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 have been revised as part of budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	A
Increase number of customers supported by live-in care (<i>Learning Disabilities</i>).	106	106	R Covid19	Plans have been revised as part of budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	A
Reduce use of single person services for customers where shared services may be suitable (<i>Learning Disabilities</i>).	114	114	R Covid19	Plans have been revised as part of budget preparation for 2022/23. The same level of saving will be pursued but through a different set of initiatives.	A
Review of Agency Staffing	108	108	B		B

Savings Key:

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

Capital Programme

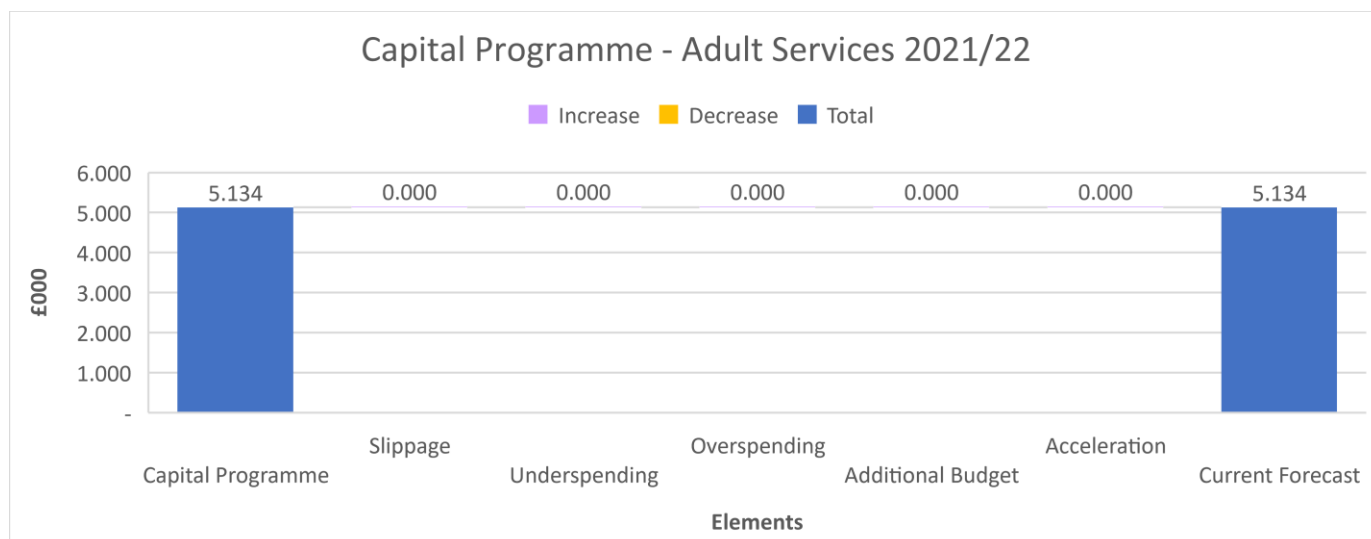
Performance Summary - Capital

11. There are eight schemes within this portfolio; five of the schemes in delivery are rated green, indicating that the schemes are progressing as planned and three schemes are 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 progress of schemes which are not rated green are detailed in the table below.

Scheme	RAG Status at 31 st December	Reason	Latest RAG Status	Updated Position
Adults In-House Day Services Part B - Laurels	AMBER	Works have been completed, but close out works remain in progress.	GREEN	Scheme in retention.
Adults In-House Day Services Part B – The Rowans	AMBER	Works have been completed, but close out works remain in progress.	GREEN	Scheme in retention.
Adults In-House Day Services Part B - Glebelands	AMBER	Works have been completed, but close out works remain in progress.	GREEN	Scheme in retention.

Finance Summary - Capital

12. 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.
13. Since this time, the profiled spend has remained the same resulting in a current year end projection for 2021/22 of £5.134m.



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
 Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2021/22 financial year capital programme forecast.

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

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

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

Risk

16. 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

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

Children and Young People Portfolio – Summary

Performance Summary

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

- The planned service changes within Early Help and Children’s Social Care have been progressed and are now moving into the implementation phase. The new Early Help service provision went live in January 2022. The first phase of the Family Safeguarding model of children’s social work will also be implemented as planned in February 2022.
- In preparation for these service changes, we have seen a review and improvement in the threshold management within the serve resulting in a reduction and stabilising of demand in terms of child protection and children in care plans.
- Workforce development activity has been implemented - including the new social work offer and de-layering of management and the overall staffing picture for statutory social care remains positive. This has resulted in levels of service remaining strong and largely unaffected by Covid absences during Q3.
- The improved quality assurance and performance frameworks have resulted in improved compliance and quality assurance evidence as part of our ongoing commitment to practice improvement.
- We have maintained progress and planning for improving our Fostering Service. Phase two of the planned improvements are on track implementation in early 2022.
- The review of the commissioning management and governance has now been completed and the new management arrangement to align the service with the new Children and Young People and Learning structure have taken place.
- Further progress has been made on the integration of electronic recording systems which is a major programme of activity for 2022/23. The procurement process to award a contract to a partner for implementation is being completed to plan. The contract will be awarded by early February 2022 with work starting in April 2022.

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%	Jun-21	Sep-21	Dec-21	↗	This performance figure remains within a range which is not of concern. There will always be a level of fluctuation within this area but will remain under scrutiny to ensure if there are any significant increases there will be focus on any practice concerns.	No further actions currently required.	G
			18.9%	29.6%	19.9%				
2	Percentage of Early Help Plans closed with outcomes met Reporting Frequency: Quarterly	72.0%	Jun-21	Sep-21	Dec-21	↗	Just below target but remaining at a similar level as seen most of 2021. There is some impact arising from plans opened in error including where families have moved or have withdrawn consent. These errors increased slightly following the move to the Integrated Front Door and results in the data showing a slightly more negative position than is the case.	To reduce the opened in error and consent withdrawn the new model puts greater alignment with the IFD Early Help teams and the hub by allocating an IFD Senior Practitioner to each hub, who will work more closely together to review incoming work. Service managers will also be reviewing families where consent is withdrawn to ensure that workers are engaging with families right from the start.	A
			67.8%	67.7%	68.1%				
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%	Jun-21	Sep-21	Dec-21	↗	This measure has declined as a total and as a proportion as we are continuing to embed good practice around effective placement planning meetings which are now recorded in a mandatory manner. Further improvement is planned with the Entry to Care Panel confirmed to start in January.	No further actions currently required.	G
			11.0%	11.2%	9.8%				
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%	Jun-21	Sep-21	Dec-21	↘	This is a current area of focus, and it was agreed in January 2022 that as part of our Journey to Independence sub-group of the Corporate Parenting Panel we will be setting up an education and training task group to work on a clear pathway for supporting 18+ care leavers either to continue on with or newly access education or employment.	We are currently undertaking joint work with job centres to get a worker in each job centre who will be a link for care leavers, and our new service specification for supported accommodation will also feature clearer expectation in respect of provider supporting independence skills including job-seeking. We are also trying to front load this work and have instituted a specific 16+ Personal Education Plan process with a focus on transition to adulthood, of which 100% were completed last term.	A
			54%	54%	53%				
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	Dec-21	↘	The number of children subject to child protection plans has reduced to 717 children, this is over 25% less than December 2020. The length of time children are subject to Child Protection plans has also reduced. 87% of children subject to child protection plans have now been on a plan for 12 months or less. 8% 12-18 months 3% 18-24 months and 1.67% over 2 years.	We are continually improving the efficacy of our child protection planning. We are delivering outcome focus training and motivational interviewing to our practitioners as a way of engaging and motivating families. We have restructured the conferencing and reviewing service. We now have a permanent Head of Service, Service Managers and conferencing and reviewing officers.	R
			47.2%	66.4%	55.3%				

[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. (Covid-19 position is reported in Appendix 2)	£0.146m	Assumed funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£0.146m)	
Placement costs for mainstream children	£2.085m	Anticipated cost avoidance once in-house disability & non-disability residential homes reopen	(£0.390m)	
Placement costs for children with disabilities	£1.330m	In-house residential staffing underspend	(£1.070m)	
Spend on vulnerable children and families under S17 Children's Act 1989 Children In Need	£2.500m	Additional grant income in relation to unaccompanied asylum-seeking children	(£0.550m)	
2020/21 & 2021/22 savings at significant risk	£0.256m	Social Care staffing underspend	(£1.065m)	
		Children first Improvement Fund underspend	(£0.100m)	
		Early Help staffing underspend	(£1.010m)	
		Reduction in Intentionally Homeless casework	(£1.106m)	
		In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.260m)	
		Other minor variations	(£0.120m)	
Children and Young People Portfolio - Total	£6.317m		(£5.817m)	£0.500m

Key Financial Issues and Risks Arising

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Baseline	Q1	Q2	Q3	Action	Trajectory
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% ↘	12.9% ↗	Despite improvements in the purchasing mix of placements for Children We Care For during Q2, this has not been sustained during Q3. Whilst overall numbers of CWCF have reduced, the proportion placed in external residential placements has increased leading to pressure on the budget. In addition, the re-opened internal residential homes have not been populated as quickly as expected, meaning the cost avoidance expected has not materialised.	↗
		% mainstream children in external foster care placements	25.5%	28.6% ↗	28.1% ↘	28.6% ↗		
		% mainstream children in internal foster care placements	30.3%	28.3% ↗	28.1% ↘	28.5% ↔		

Financial Narrative on the Portfolio's Position

2. The budget position as at the end of December continues to project a £0.5m overspend, however there have been a number of movements within individual budget areas. The main movements are described below:

- Mainstream placement costs.** The overspend on these budgets has increased by £1.3m since September. The main issue is that although overall numbers of Children We Care For (CWCF) have been reducing, the number placed in external residential (one of the most expensive placement types) has increased by 14 between the end of September 2021 and the end of December 2021. In addition, two children who are currently placed in a Secure Unit have had their placements extended by Court beyond the previously profiled end date at a cost of £0.016m per week which is adding £0.2m to the year end projection. The majority of the reduction in CWCF numbers have either come from placements where there is nil cost to the Council (- eight placed with parents); or from less costly placement types such as kinship (-25).

In addition to this, delays in registration by the regulator (Ofsted) has meant that increasing the occupancy of the newly reopened mainstream children's homes (Blue Cove and Breakwater) has been slower than previously estimated, leading to a reduction in the amount of cost avoidance expected. A further £0.310m of cost avoidance is still expected to be achieved in this financial year based on six vacant placements; however, there is a risk that this will not be achieved and the overspend will increase further still.

- Children with disabilities placement costs.** The projected overspend has increased by £0.190m since September. Pressure remains as a result of a small number of young people with high needs or in a period of

crisis. The pressure is exacerbated by the fact that the opening of Brightstar (an in-house residential home for Children with Disabilities) was delayed due to regulatory issues and this has resulted in the home not being populated as quickly as anticipated, leading to the cost avoidance generation being delayed.

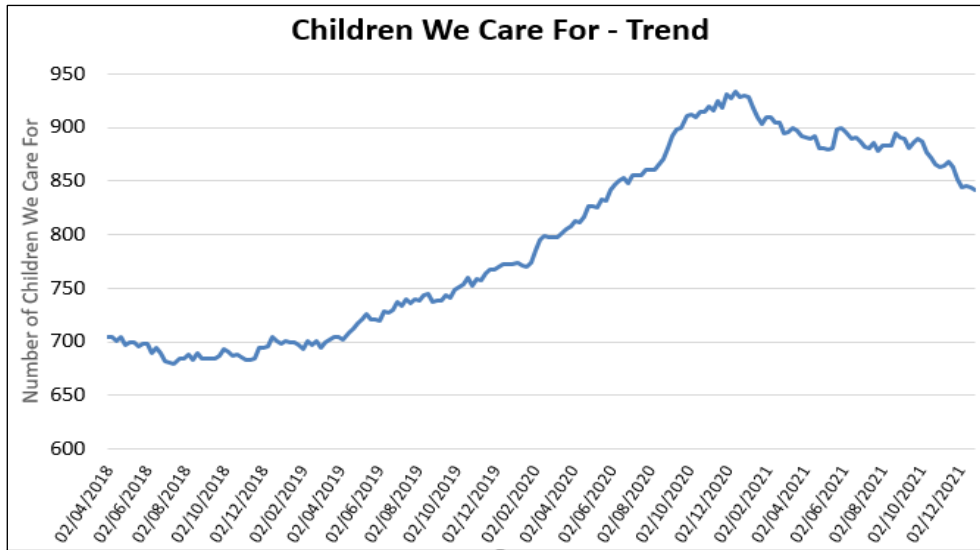
£0.080m of cost avoidance is still expected to be achieved from the remaining two vacant placements – however this is dependent on children being placed at Brightstar in line with the projection. If this fails to be the case, then there is potential for further overspending within the external placement's budgets before the end of the year. Senior managers are monitoring this situation closely.

- **Friends and family fostering allowances legal compliance.** A review of the policy relating to kinship care payments has now been completed, resulting in a new policy being drafted for implementation in 2022/23. This means that there is no financial impact for this financial year, resulting in the £0.500m pressure being removed from the projection.
- **Spend on vulnerable children and families under Section 17 Children Act 1989 Children in Need.** A team within Children's Services tasked to look into this issue have completed the discovery phase of work. This has identified that the majority of expenditure has actually been in relation to non-placement costs for Children We Care For. However, this expenditure is also not budgeted for so the overspend remains. Despite work being undertaken to reduce the spend, the projection has increased by £0.150m this quarter, primarily due to increased spending within the disabilities teams.
- **Saving at significant risk.** There has been no change to the savings performance since September. The £0.256m of savings which remain undeliverable have been removed for the proposed budget for 2022/23.
- **Cost avoidance from in-house residential reopening.** Due to the regulatory delays in placing children in the reopened homes, the level of cost avoidance which was previously anticipated has not transpired. The remaining cost avoidance for 2021/22 is estimated to be £0.390m, however this is at risk if placements are not made as per the profiled dates. It should be noted that this cost avoidance will only mitigate the overspend projected on external placement budgets if children who are currently accommodated in external placements move into in-house homes, or if external placements are not repopulated when children leave them.
- **In-house residential staffing underspend.** Due to the regulatory delays in reopening the homes, recruitment to the new operating model for the residential service has not happened as quickly as initially forecast which has resulted in a reduction in the projected staffing costs.
- **Additional income in relation to unaccompanied asylum-seeking children (UASC).** The current forecast includes £0.550m more grant income than budgeted for, a small reduction of £0.050m when compared to September. The additional income projected is partly due to the actual income for 2020/21 being £0.3m more than accounted for in that year, as well as increases in the rate of grant received from the Home

Office for over-18-year old's (from £240 per week to £270 per week) announced in July 2021.

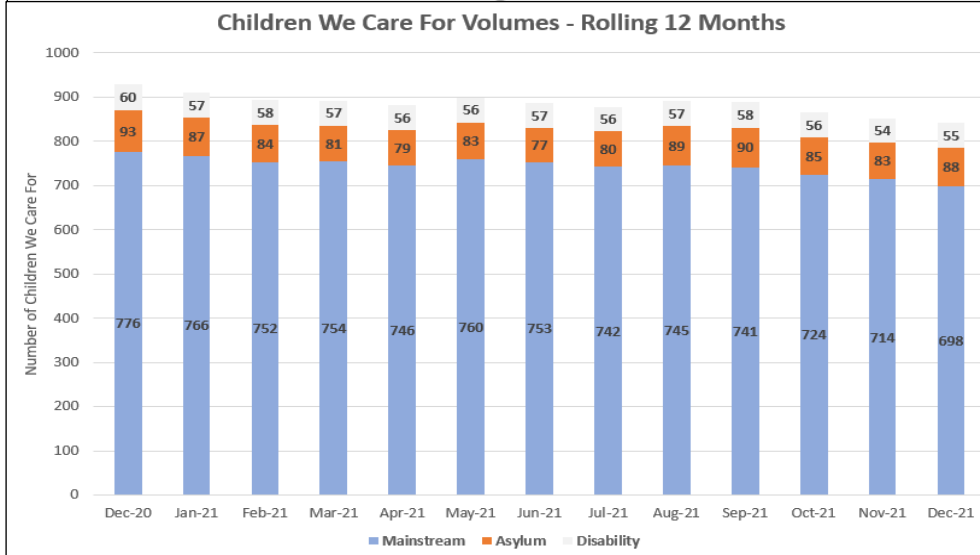
- **Social care staffing.** The level of underspending on social care staffing has increased by £0.350m since September. The vacancy gap at the beginning of April 2021 was 2.6%, whereas at the end of September this had increased to 5.5%. This figure has increased further still to stand at 7.2% at the end of December 2021, reflecting difficulties in filling vacancies with agency staff in particular. This is both a regional and national challenge, and work continues to develop and refine recruitment and retention strategies to fill all vacancies with employed staff in the longer term.
- **Children First Improvement Fund underspend.** The Improvement Fund is now expected to underspend by £0.1m due to permanent apprentice posts not being filled until the summer.
- **Early Help.** The new Early Help service was implemented on 1st January 2022 and now that staffing restructures have been implemented, a more accurate projection can be forecast. Given the number of posts in the old structure which have remained vacant for some time, as well as some posts in the new structure which have not yet been filled, and in addition some supporting families grant which will not be spent before year end, the outlook for the Early Help budget is for underspending of just over £1m; a £0.760m increase in the underspending declared in September.
- **Intentionally Homeless.** The intentionally homeless budget is projected to underspend by just over £1.1m, an increase in the expected underspend of £0.256m since September. The projection is now based on the average expenditure and income for the year to date and projected forward for the remainder of the year.
- **In-year underspending from homeworking/ change in service delivery due to pandemic restrictions.** As a result of the Covid-19 restrictions in place during 2021/22, an estimated £0.260m of underspend has been realised following a reduction in staff mileage, home working and changes to working arrangements.

Cost Drivers Information



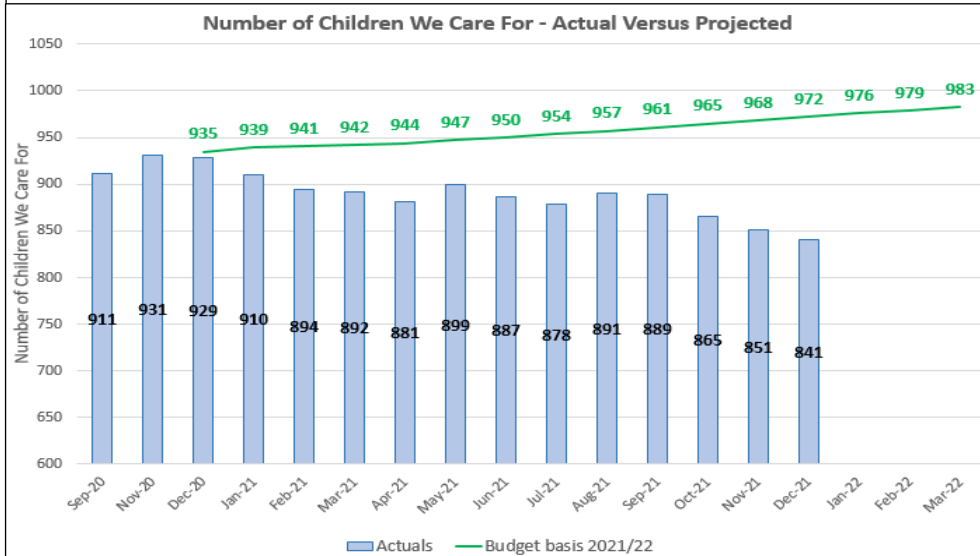
This graph shows the total number of Children We Care For Placements since April 2018.

At the end of December 2021, Children We Care For numbers were 51 less than in the last week of March 2021 and now stand at 841. This compares with 929 at the same point last financial year.



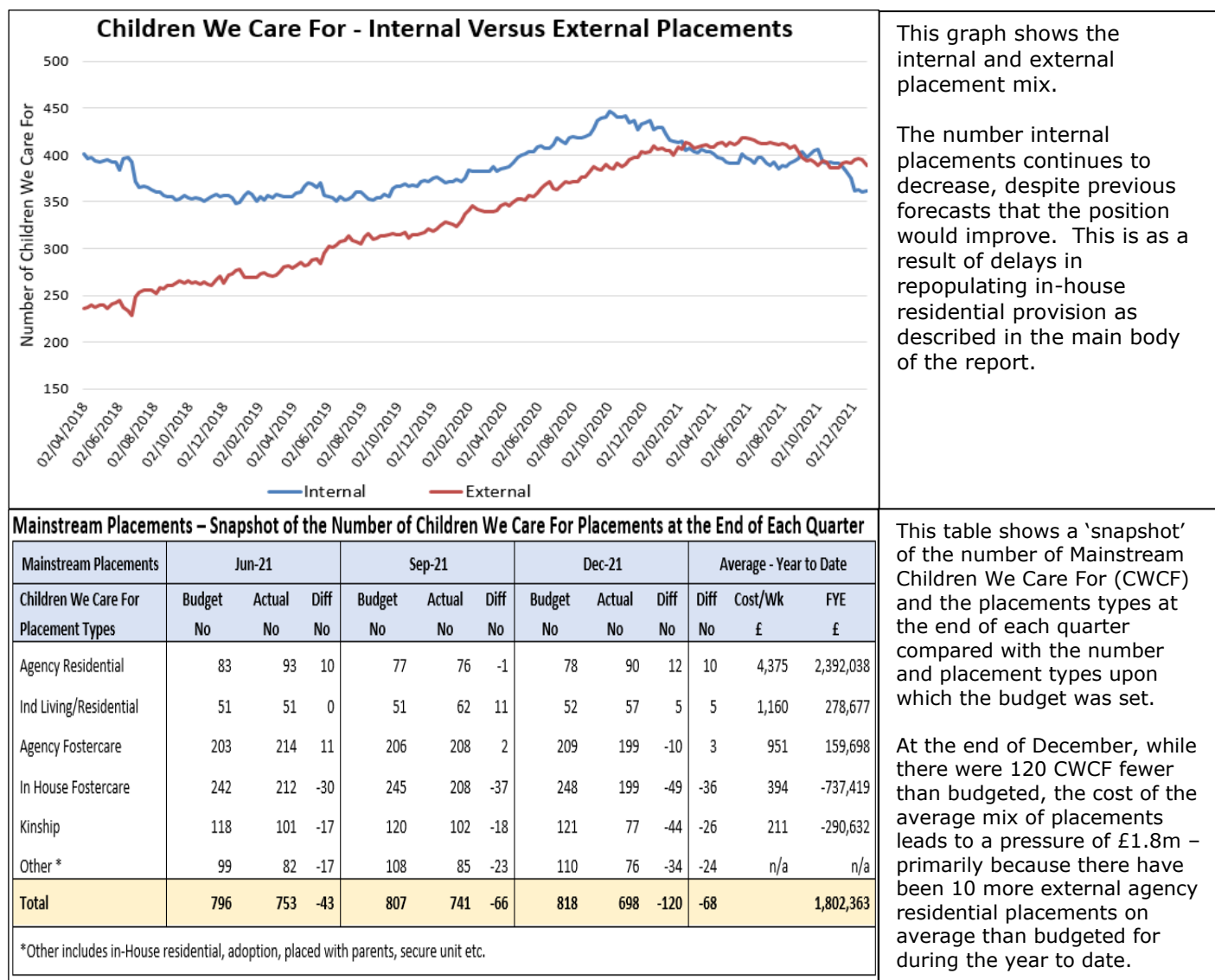
This graph shows the total number of Children We Care For placements by:

- mainstream placements
- asylum seeking children and,
- children with learning disabilities.



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 table shows a 'snapshot' of the number of Mainstream Children We Care For (CWCF) and the placements types at the end of each quarter compared with the number and placement types upon which the budget was set.

At the end of December, while there were 120 CWCF fewer than budgeted, the cost of the average mix of placements leads to a pressure of £1.8m – primarily because there have been 10 more external agency residential placements on average than budgeted for during the year to date.

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	December 2021		Narrative	2022/23
Lease of vacant properties to reduce intentionally homeless costs	150	44	G	£0.044m is the full year effect of one family who were accommodated under this scheme in 2020/21, plus the estimated in year saving from one further family moving from bed and breakfast accommodation into the second property.	G
		56	R	The roll out of the project was delayed due to the pandemic. Since this time, Homes England have advised that they will no longer be making grants to the Empty Homes Programme. Without the capital funding, the scheme is not financially viable for YMCA – Downslink or for WSCC. This £0.056m pressure has been addressed during the 2022/23 budget creation process.	N/A

Agenda Item 5
Annex B, Section 2

Saving Activity	2021/22 Savings £000	December 2021		Narrative	2022/23
National House Project	250	250	G	Savings are profiled to be delivered in 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 Blue Cove (formerly 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. Q2 recharges have now been agreed and do indicate an improvement in the position, however it is still highly unlikely that this saving will be delivered in full 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, in discussion with Health Partners.	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

Saving Activity	2021/22 Savings £000	December 2021		Narrative	2022/23
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 been taken. The increase in the number of delivery points means that the cost of the new service will be £0.200m more than previously modelled, leading to a shortfall in savings. £0.100m of that shortfall is expected to be seen in 2021/22, with the remaining shortfall in 2022/23. This pressure has been addressed during the 2022/23 budget creation process.	G
		100	R		N/A
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. This pressure has been addressed during the 2022/23 budget creation process.	N/A
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

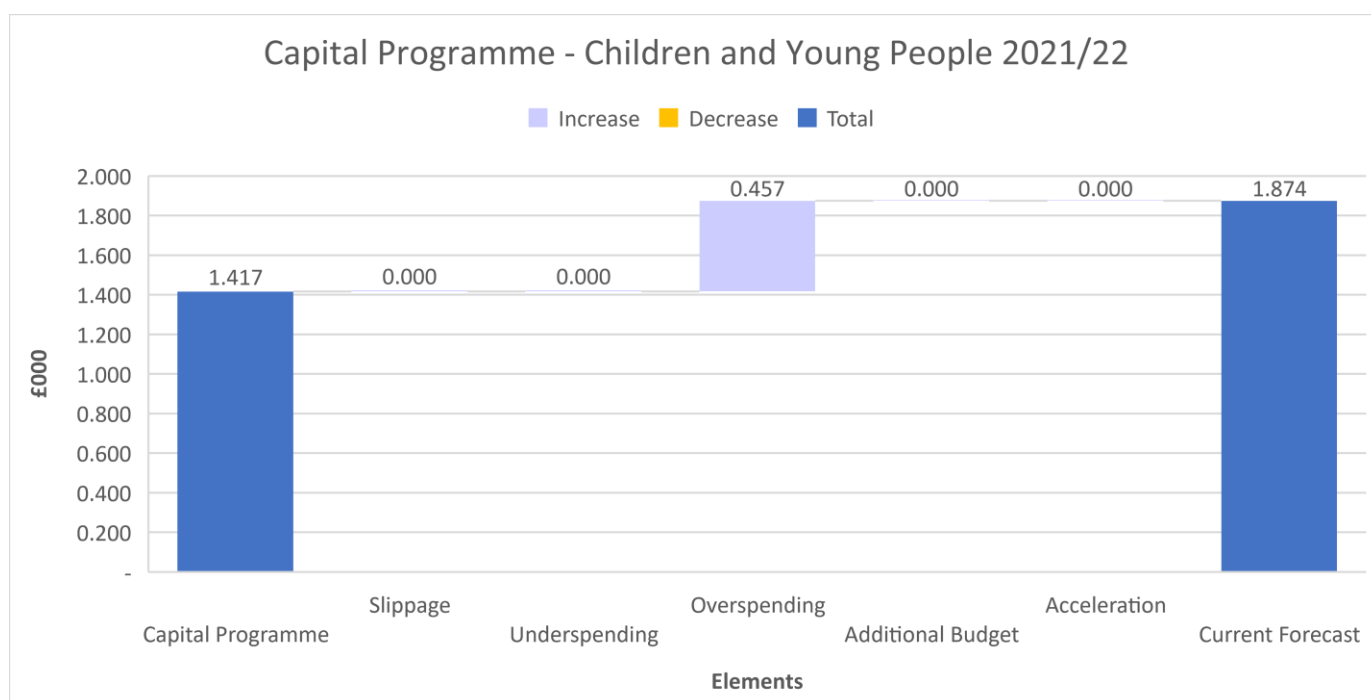
4. There are eight schemes within this portfolio; three of the schemes in delivery are rated green, indicating that the schemes are progressing as planned. Five of the schemes are rated as amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at 31 st December	Reason	Latest RAG Status	Updated Position
Children's In-House Phase 1 – Brightstar (formerly Cissbury Lodge)	AMBER	Project completion has taken longer than planned.	AMBER	Practical completion achieved. Aftercare process in place. Expected to complete by March 2022.
Children's In-House Phase 1 – May House	AMBER	Practical completion achieved.	AMBER	Cost and quality issues being reviewed.
Children's In-House Phase 2 – High Trees and 40 Teasel Close	AMBER	Planned decant to Maidenbower whilst works are being undertaken no longer possible.	AMBER	Viability now underway on alternative accommodation for decant.

Scheme	RAG Status at 31 st December	Reason	Latest RAG Status	Updated Position
Children's In-House Phase 2 – 18 Teasel Close Design Stage	AMBER	Planned decant to Maidenbower whilst works are being undertaken no longer possible.	AMBER	Viability now underway on alternative accommodation for decant.
Children's In-House Phase 2 – Orchard House	AMBER	Delay in planning decision approval and RIBA Stage 4	AMBER	Remains Amber due to Maidenbower dependency.

Finance Summary - Capital

- The capital programme; as approved by County Council in February 2021, agreed a programme totalling £1.0m for 2021/22. £0.417m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £1.417m.
- Since this time, the profiled spend has increased overall by £0.457m, to give a current year end projection for 2021/22 of £1.874m. All of this increase relates to project overspending.



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
 Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2021/22 financial year capital programme forecast.

- Details of movements of the financial profiling within the capital programme between October and December are as follows:

- **Overspending: £0.457m. Movement since Q2 report: £0.457m.**
 - **High Trees - £0.349m** – Approval has been granted for a further £1.698m towards the refurbishment of High Trees Children’s Home, creating a total budget of £1.799m for these works. This is funded by corporate resources with £0.349m to be spent in the current financial year and the remainder in 2022/23.
 - **Teasel Close - £0.108m** - Approval has been given for a further £0.976m towards the refurbishment of 18 Teasel Close Children’s Home, creating a total budget of £1.081m for these works. This is funded by corporate resources with £0.108m to be spent in the current financial year and the remainder in 2022/23.

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
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	15
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.	16	16

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

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Learning and Skills Portfolio - Summary

Performance Summary

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

- Full graded Ofsted inspections for schools resumed in September 2021. As at the end of December 2021 the percentage of schools rated good or outstanding and the percentage of pupils in schools rated good or outstanding by Ofsted are at their highest levels in recent history and on target to meet the current Our Council Plan targets.
- The combined proportion of young people not in education, employment and training (NEET) or whose status is Not Known, at the end of December 2021, is provisionally to be at its lowest level for a number of years and is on target to achieve the Our Council Plan target for the current year.
- Personal Education Plans (PEP), a statutory document that is required for all Children we care for from the age of 2 until the age they cease to be cared for (until they turn 18 and are classed as an adult) is at an all-time high with 97% completed in the Autumn Term 2021.

Our Council Performance Measures

Learning and Skills	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
		2019/20	2020/21	2021/22				
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%	66.2%	72.2%	75.2%	↗	Due to the Covid-19 pandemic, the summer exam series was cancelled in 2020 and in 2021. Pupils scheduled to sit GCSE and A/AS level exams in 2020 were awarded either a centre assessment grade (based on what the school or college believed the student would most likely have achieved had exams gone ahead) or their calculated grade using a model developed by Ofqual - whichever was the higher of the two. In January 2021, the government decided that it would not be fair for GCSE, AS and A level exams to take place in summer 2021 because of the disruption to students' education caused by the coronavirus (Covid-19) pandemic. Instead, students received grades based on assessments by their teachers: Teacher Assessed Grades or TAGs. The DfE aimed to make sure that students had the greatest opportunity to show the full breadth of their knowledge and understanding based on what they had been taught.	The GCSE grades awarded to pupils in 2020 and 2021 will remain with them as they stay on in further and higher education or enter employment after leaving school. However, the cancellation of summer 2020 and 2021 GCSE exams and the new method of awarding grades has led to a set of pupil attainment statistics that are unlike previous years. Each of the pupil level attainment statistics have increased - more than would be expected in a typical year - between the 2018/19 to 2020/21 academic years. This reflects the change to the way GCSE grades were awarded rather than improvements in pupil performance. As a result the 2019/20 and 2020/21 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance. Please note that schools are not accountable to Local Authorities and government departments, such as Ofsted, relating to these grades and the cancellation of exams does not give any meaningful comparison between 2019, 2020 and 2021, as each of these years had different marking criteria.	G
25 Percentage of schools with OFSTED rating 'good' or 'outstanding' Reporting Frequency: Quarterly	88.5%	Mar-20 87.6%	Sep-21 87.6%	Dec-21 88.4%	↗	The total for West Sussex schools that are judged good or outstanding has remained steady at a recent all time high of 88.4%. This figure is 0.8% higher than the equivalent figures shown in the previous month. For December 2021, the percentage for each school phase is as follows: Primary Schools = 87.7%; Secondary Schools = 89.5%; Special Schools = 100%	Due to the Covid-19 pandemic Ofsted inspections had only just restarted in September 2021, and a growing number of schools have been inspected during the Autumn Term 2021 and, therefore, this is the latest position.	G
26 Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools Reporting Frequency: Quarterly	88.0%	Mar-20 86.6%	Sep-21 86.6%	Dec-21 87.6%	↗	The total for West Sussex pupils in schools that are judged good or outstanding has increased to a recent all time high of 87.6%. This figure is 0.1% higher than the equivalent figures shown in the previous month. For December 2021, the percentage for each school phase is as follows: Primary Schools = 85.5%; Secondary Schools = 89.9%; Special Schools = 100%	Due to the Covid-19 pandemic Ofsted inspections had only just restarted in September 2021, and a growing number of schools have been inspected during the Autumn Term 2021 and, therefore, this is the latest position.	G
27 Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2 Reporting Frequency: Annually	64.0%	2017/18 55.0%	2018/19 61.8%	2019/20 62.7%	↗	No results collected for 2021 due to the pandemic	No further actions currently required.	A

Agenda Item 5
Annex B, Section 3

Learning and Skills	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
		2019/20	2020/21	2021/22				
28 Average attainment 8 score of students at Key Stage 4 including English and Maths Reporting Frequency: Annually	47.5	46.9	50.3	51.6	↗	Due to the Covid-19 pandemic, the summer exam series was cancelled in 2020 and in 2021. Pupils scheduled to sit GCSE and A/AS level exams in 2020 were awarded either a centre assessment grade (based on what the school or college believed the student would most likely have achieved had exams gone ahead) or their calculated grade using a model developed by Ofqual - whichever was the higher of the two. In January 2021, the government decided that it would not be fair for GCSE, AS and A level exams to take place in summer 2021 because of the disruption to students' education caused by the coronavirus (Covid-19) pandemic. Instead, students received grades based on assessments by their teachers: Teacher Assessed Grades or TAGs. The DfE aimed to make sure that students had the greatest opportunity to show the full breadth of their knowledge and understanding based on what they had been taught.	The GCSE grades awarded to pupils in 2020 and 2021 will remain with them as they stay on in further and higher education or enter employment after leaving school. However, the cancellation of summer 2020 and 2021 GCSE exams and the new method of awarding grades has led to a set of pupil attainment statistics that are unlike previous years. Each of the pupil level attainment statistics have increased - more than would be expected in a typical year - between the 2018/19 to 2020/21 academic years. This reflects the change to the way GCSE grades were awarded rather than improvements in pupil performance. As a result the 2019/20 and 2020/21 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance. Please note that schools are not accountable to Local Authorities and government departments, such as Ofsted, relating to these grades and the cancellation of exams does not give any meaningful comparison between 2019, 2020 and 2021, as each of these years had different marking criteria.	G
29 Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2 Reporting Frequency: Annually	24.0%	23.3%	23.4%	25.3%	↘	No results collected for 2021 due to the pandemic	No further actions currently required.	A
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%	7.3%	7.6%	6.6%	↗	The first measured month for December 2021, for which the team have working through the NEET and Not Knowns until the return is sent, shown in the December is around 1.6% better than the final return of December 2020. This has enabled the LA to be ranked in the fourth quintile for the first time. The latest validated data is from December 2021. NEET (Not in Employment, Education or Training) figure stands at 1.8% and the current "Not Known" figure is 4.8%. The combined figure, of 6.6%, compared to England's combined figure of 5.3% and the South East, 6.4% is currently worse than those areas. Further improvements are being made in Q4. However, at each 1st September, the status of those newly aged 16 and 17 are reset and each authority will process the statuses of these to determine their Education, Employment or Education (EET) status. Figures will not be comparable with other regions and Local Authorities due to each LA going through the process at different timeframes for September through to November and then further tracking of young people and will be higher than the rest of the year. The 3-month assessed period is December-February in each cycle.	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.	G

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

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (<i>Covid-19 position is reported in Appendix 2</i>)	£1.916m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£1.916m)	
Home to School Transport costs; predominantly Special Educational Needs	£2.249m	Staffing vacancies within the School Effectiveness Service	(£0.186m)	
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	(£0.092m)	
		Staffing vacancies within Inclusion and School Crossing Patrol Service	(£0.159m)	
		In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.040m)	
		Other minor variations	(£0.090m)	
Learning and Skills Portfolio - Total	£4.340m		(£2.483m)	£1.857m

Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Baseline (March 2020)	Q1	Q2	Q3	Action	Trajectory
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 (10.0%) ↔	200 (10.0%) ↔	207 (10.0%) ↔	The number of complex cases continues to increase and current special school places have now reached full capacity leading to increased places in independent sector. Increasing the number of children being educated in the independent sector and away from their communities also increases the costs of transport.	↗
		No of pupils with EHCP transported to a special school	1,240 (67.8%)	1,265 (64.7%) ↘	1,299 (65.0%) ↗	1,334 (64.6%) ↘		
		No of pupils with EHCP transported to independent placements	381 (20.8%)	468 (23.9%) ↗	500 (25.0%) ↗	525 (25.4%) ↗		
		Total no of pupils with EHCP transported	1,828 (100%)	1,957 (100%) ↔	1,999 (100%) ↔	2,066 (100%) ↔		
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 (67.0%) ↘	1,393 (67.4%) ↔	The decision to have an internal fleet is a long-term strategic one. It means that in areas with fewer suppliers or where prices are unsustainably high the Council can moderate the impact on our spending and overall costs. Whilst there are over 100 minibus routes, recent insourcing has focused on expensive accessible vehicle routes and/or where the biggest cost reductions can be made.	↔
		No of pupils with EHCP transported on County Council fleet	443 (24.2%)	462 (23.6%) ↘	551 (27.6%) ↗	559 (27.1%) ↔		
		No of pupils with EHCP transported by parents	54 (2.9%)	101 (5.2%) ↗	108 (5.4%) ↗	114 (5.5%) ↔		
		Total no of pupils with EHCP transported	1,828 (100%)	1,957 (100%) ↔	1,999 (100%) ↔	2,066 (100%) ↔		
3 Daily transport cost of pupils with an Education, Health and Care Plan (EHCP) receiving external transport	The daily cost of SEND external taxi and escort provision has been increasing annually by approximately 10% over the last couple of years. This is mostly due to increased demand (numbers of pupils with an EHCP requiring transport), but also due to additional inflation pressures such minimum living wage.	Current daily cost of SEND external taxi provision across all provision	Average 2020/21 £52.1k	£56.0k ↗	£56.0k ↔	£52.4k ↘	Accessible minibuses (including escort) can easily cost £220 per day with a few up to £300. To date 27 routes have been insourced saving £220k per annum. Some work has remained externally supplied when providers have lowered their prices close to the internal cost. Further routes are being reviewed but many of these may remain cost effective via external suppliers.	↘
		Current daily cost of SEND external escort provision across all provision	Average 2020/21 £10.6k	£11.3k ↗	£11.3k ↔	£10.9k ↘		

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

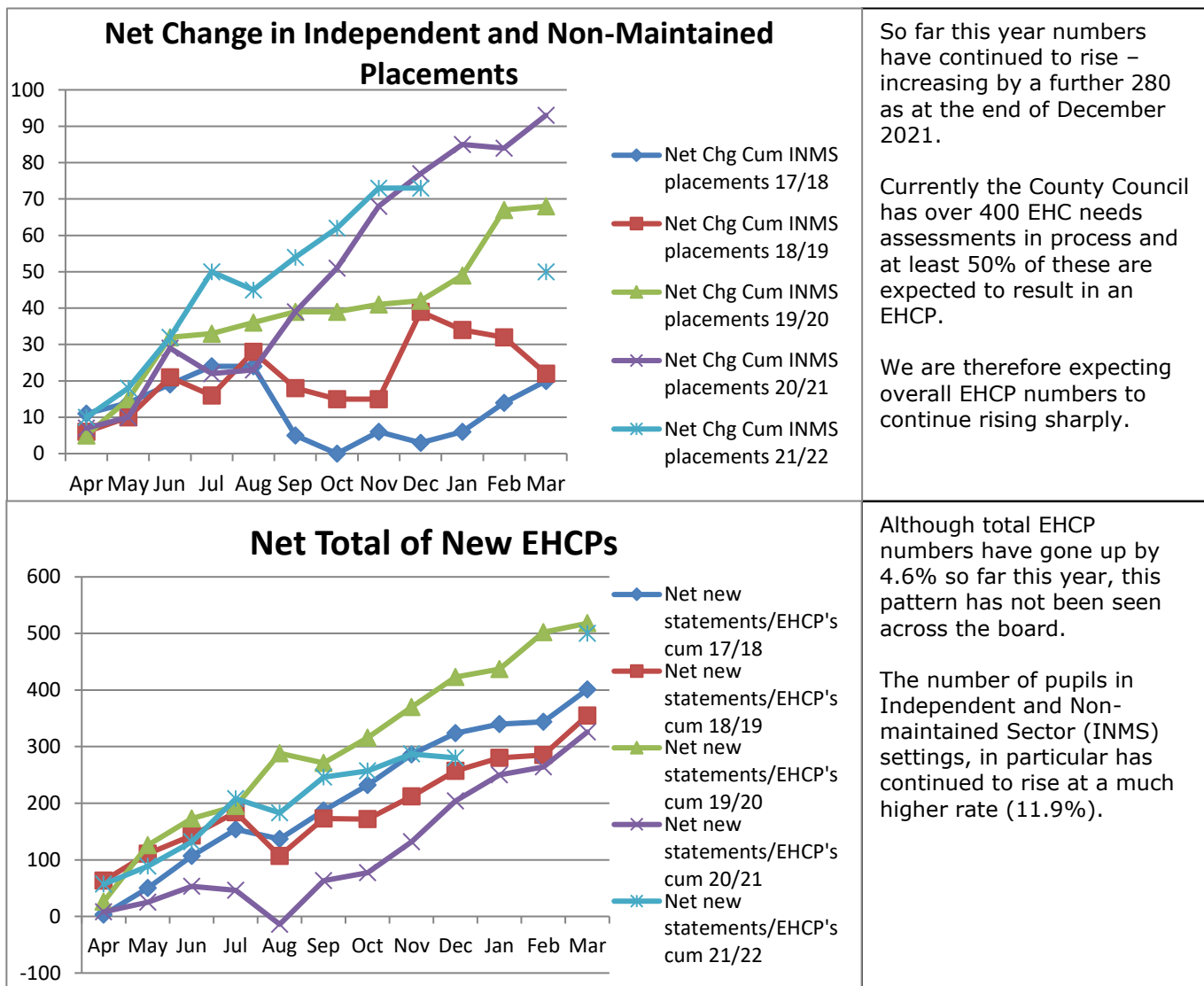
Key Financial Issues and Risks Arising	Narrative	Cost Driver	Baseline (March 2021)	Q1	Q2	Q3	Action	Trajectory	
4	Placement mix of pupils with an Education, Health and Care Plan (EHCP) Our High Needs expenditure is largely driven by the number of pupils with an Education and Health Care Plan (EHCP). The 2021/22 budget has been set based on a further 500 pupils this year. Although overall growth so far this year is in line with this, a greater proportion of these children are being placed in more costly placements within the independent sector.	No of pupils with EHCP in mainstream school	1,949 (31.9%)	1,997 (32.0%)	1,845 (29.0%)	1,921 (30.1%)		Even though the actual increase in overall EHCP numbers this year is broadly in line with what was forecast when the budget was set, the actual mix of placements is very different. The higher level of high cost increased placements in the independent sector is largely due to lack of capacity in WSCC's settings – although an additional 84 new places were made available in our special schools from September 2022.	↗
		No of pupils with EHCP in special school / SSC	2,166 (35.4%)	2,183 (35.0%)	2,288 (36.0%)	2,284 (35.7%)			
		No of pupils with EHCP in independent placements	615 (10.0%)	647 (10.4%)	669 (10.5%)	688 (10.8%)			
		No of pupils with EHCP in post school placements	1,127 (18.4%)	1,102 (17.6%)	1,309 (20.6%)	1,226 (19.1%)			
		No of pupils with EHCP in other placement type	254 (4.2%)	314 (5.0%)	246 (3.9%)	272 (4.3%)			
		Total no of pupils with EHCP	6,111 (100%)	6,243 (100%)	6,357 (100%)	6,391 (100%)			
5	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%)	-28 (-1.4%)		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, but this rate has dropped slightly over the last quarter following the addition of 84 new places being made available from September 2021. However, in the medium term, the number of independent sector placements is expected to rise at a faster rate.	↗
		Increase in no of pupils with EHCP in special school / SSC	177	17 (0.8%)	122 (5.6%)	118 (5.4%)			
		Increase in no of pupils with EHCP in independent placements	51	32 (5.2%)	54 (8.8%)	73 (11.7%)			
		Increase in no of pupils with EHCP in post school placements	91	-25 (-2.2%)	182 (16.1%)	99 (8.8%)			
		Increase in no of pupils with EHCP in other placement type	22	60 (23.6%)	-8 (-3.1%)	18 (7%)			
		Total increase in no of pupils with EHCP	500	132 (2.2%)	246 (4.0%)	280 (4.5%)			
6	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	£46k	£48k	£48.5k	£48k	Average independent sector costs increased by £2k per annum at the beginning of the year but have stabilised since. These costs are expected to escalate again in the new financial year.	↗	

Financial Narrative on the Portfolio's Position

2. The Learning and Skills Portfolio is projecting a £1.857m overspend, a reduction of £0.044m when compared to September.
 - **Home to school transport.** The service overspending of £2.2m is due to growing complexities, demand and costs which have continued to increase. An additional £0.8m was 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.** This income has been significantly affected by the Covid-19 pandemic over the last 12 months, and therefore, the 2020/21 saving of £0.025m and 2021/22 saving of £0.150m are not expected to be achieved.
 - **Staffing vacancies and other underspends within the service.** Vacancies within the School Effectiveness, Inclusion Service and School Crossing Patrol teams and other underspending opportunities have assisted to reduce the overall overspending position by £0.627m.
 - **Dedicated Schools Grant (DSG).** Pressure continues on the DSG budget with a projected overspending of £7.213m 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 £24.958m this year.

Cost Driver Information

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



So far this year numbers have continued to rise – increasing by a further 280 as at the end of December 2021.

Currently the County Council has over 400 EHC needs assessments in process and at least 50% of these are expected to result in an EHCP.

We are therefore expecting overall EHCP numbers to continue rising sharply.

Although total EHCP numbers have gone up by 4.6% so far this year, this pattern has not been seen across the board.

The number of pupils in Independent and Non-maintained Sector (INMS) settings, in particular has continued to rise at a much higher rate (11.9%).

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	December 2021		Narrative	2022/23
Improve School Trading Offer	150	25	R	School trading income has been affected by the pandemic and therefore income has not been generated to meet the new budgeted target.	G
		100	G		

Saving Activity	2021/22 Savings £000	December 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 during the new academic year.	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 affected by the pandemic and therefore income has not been generated to meet the new budgeted 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
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Capital Programme

Performance Summary - Capital

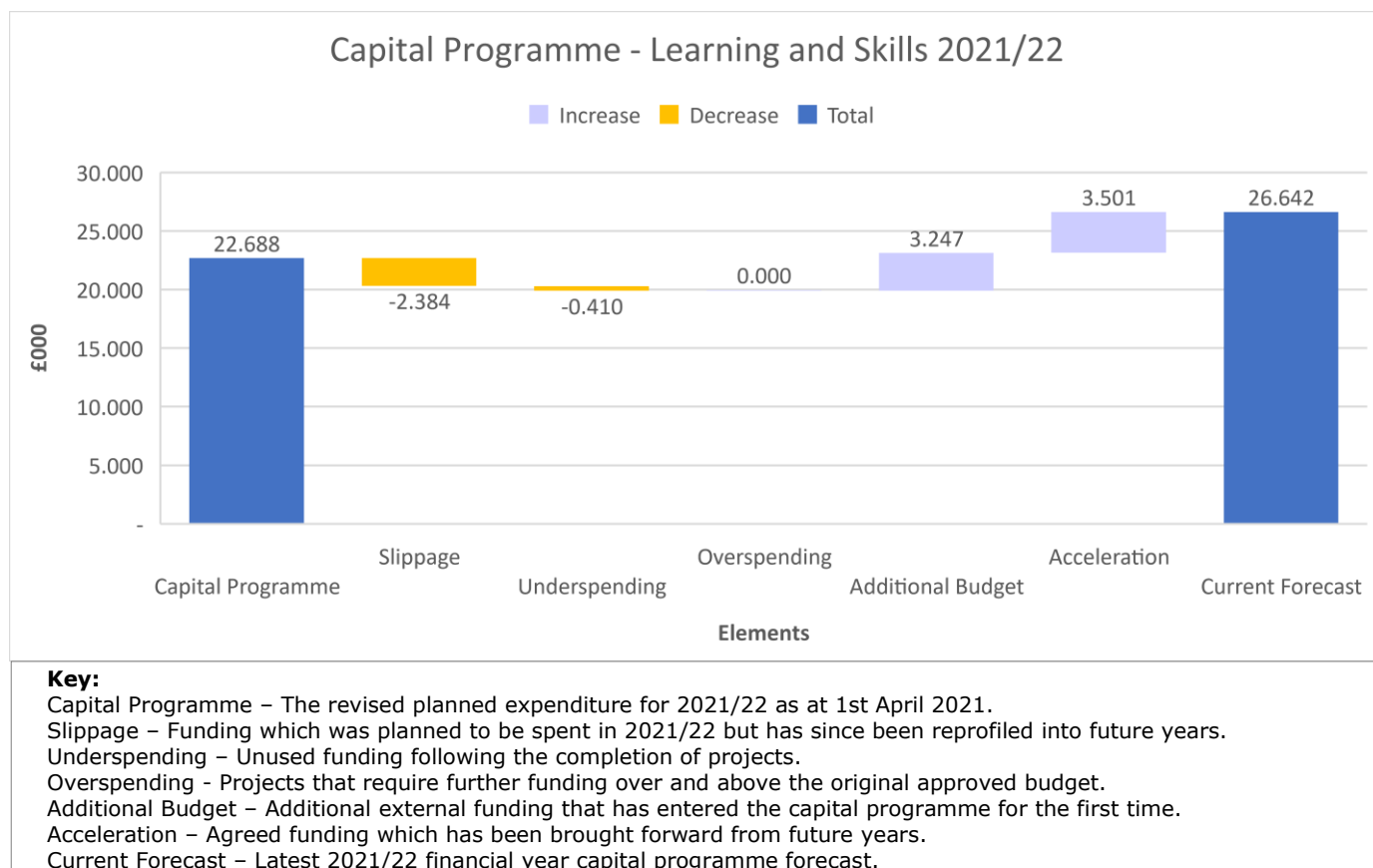
- There are 44 schemes within the portfolio; 29 of the schemes in delivery are rated green, indicating that the schemes are progressing as planned, nine of the schemes are rated at amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team, four schemes are rated as red, indicating that there are significant issues requiring corrective action and two schemes are being managed by schools directly.
- An update on the progress of the schemes rated red and amber are detailed in the table below.

Scheme	RAG Status at 31 st December	Reason	Latest RAG Status	Updated Position
Burgess Hill Northern Arc Secondary School	RED	Planning request to relocate building has put project completion date at risk.	RED	Project completion date now forecast as November 2024.
Edward Bryant Special Support Centre	AMBER	Cost estimate higher than expected following feasibility study.	AMBER	Options being considered.
Maidenbower Infants - Special Support Centre	AMBER	Additional scope requires additional funding.	AMBER	Service to submit Change Request.

Scheme	RAG Status at 31 st December	Reason	Latest RAG Status	Updated Position
Midhurst Rother College	AMBER	RIBA stage 2 cost increase.	AMBER	Key Decision being sought for additional funding for improved changing room provision.
Nyewood CoE School	AMBER	Project completed - Small overspend to be rectified	AMBER	Change request in progress
Palatine SEN Primary School (Design)	RED	80% of tenders received are not able to meet the required August completion date.	RED	Tender evaluations and budget currently under review.
Parklands Primary	RED	Defects.	RED	Defect management to continue until August 2022.
QEII Silver Jubilee School	RED	Contractor issued contract variation to alter tender price. Subsequently they have confirmed that they can honour original price with alternative products.	RED	A review of the alternative products offered is currently underway to ensure they are acceptable.
S106 Infrastructure Budget Programme	AMBER	Estimated programme costs exceed available S106 funding.	AMBER	Value engineering review is underway.
S106 Forest School AWP	AMBER	Estimated programme costs exceed available S106 funding.	AMBER	Value engineering review is underway.
S106 Lindfield Primary - Design Stage	AMBER	Options shared with the school. Schools preferred option is more complex which may increase project timescales and costs.	AMBER	Options are being considered.
S106 Slinfold - Design Stage	AMBER	September 2022 delivery at risk due to delays with the school bringing forward requirements.	AMBER	Key Decision to proceed – 29 th December 2021.
Safeguarding Programme	AMBER	Final account indicates overspend, mainly due to work at Sheddingdean Primary School	AMBER	Change Request in progress.

Finance Summary - Capital

8. 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.
9. Since this time, the profiled spend has increased overall by £3.954m, to give a current year end projection for 2021/22 of £26.642m. Of this increase, £3.501m relates to projects where funding has been accelerated from future years, £3.247m relates to additional funding; specifically, £2.149m of government grants, £0.798m of Section 106 allocations and £0.300m of school contributions, -£2.384m relates to slippage, and -£0.410m relates to underspending on schemes where funding will be returned to enable future projects.



10. Details of movements of the financial profiling within the capital programme between October and December are as follows:

- **Slippage: -£2.384m. Movement since Q2 report: -£2.384m.**
 - **Queen Elizabeth II: -£1.420m.** This project has reprofiled £1.420m into future years due to delays in procurement and financial uncertainties around costs and contract.
 - **Palatine Primary: -£0.700m.** This project has reprofiled £0.700m into future years due to delays in procurement and award of contract.
 - **The Angmering School: -£0.124m.** This element of the budget has been reprofiled into 2022/23 whilst a decision is made if further works are required on the lift in the new school block. If the works are not required, the budget will be returned to the Basic Need line allocation to fund further projects.
 - **Felpham Community College: -£0.020m** – This project is now in practical completion stage. Funding has been held back whilst final accounts are agreed.
 - **Southwater Primary: -£0.120m.** This project is now in practical completion stage. Funding has been held back whilst final accounts are agreed.

- **Underspending: -£0.410m. Movement since Q2 report: -£0.410m.**
 - **Bourne Community College: -£0.144m.** Project has been completed under budget therefore the remaining funding has been returned to the Basic Need allocation to fund further projects.
 - **Crawley Down College: -£0.086m.** Project has been completed under budget therefore the remaining funding has been returned to the Basic Need allocation to fund further projects.
 - **Ifield Community College Special Support Centre: -£0.180m.** This project has been put on hold whilst the service reviews the provision in the area. The funding has been returned to the SEND allocation within the capital programme and a new business case will be submitted if the project is required.

- **Additional Budget: £3.247m. Movement since Q2 report: £0.053m.**
 - **Slinfold Primary: £0.053m.** £1.0m of S106 contributions has been approved to fund the replacement of life expired modular classrooms with permanent classrooms to ensure continued provision of 60 places. £0.053m is estimated to be spent in 2021/22 and the remainder in 2022/23.

- **Acceleration: £3.501m. Movement since Q2 report: £2.308m.**
 - **Community Schools Capital Maintenance: £1.945m.** This block allocation has progressed quicker than first anticipated with more projects being delivered and completed, therefore funding has been accelerated to continue further much needed works.
 - **Nyewood Primary: £0.030m.** Project is now completed with a small acceleration of £0.030m required in funding to pay final invoices.
 - **Felpham Community College Special Support Centre: £0.100m.** A further £1.224m has been approved to complete the new 12 place Special Support Centre at Felpham Community College, with £0.100m profiled to be spent in 2021/22 and the remainder in 2022/23.
 - **Holy Trinity Primary: £0.040m.** Remediation works have been approved, totalling £0.310m. £0.040m is estimated to be spent in 2021/22 and the remainder in 2022/23.
 - **West Park Special Support Centre: £0.093m.** A further £0.935m has been approved to deliver the redesignation and increase in places to the Special Support Centre at West Park Primary School in Worthing. £0.093m is estimated to be spent in 2021/22 and the remainder in 2022/23.
 - **St Margaret's Special Support Centre: £0.100m.** A further £0.777m has been approved to deliver the new 12 place Special Support Centre at St Margaret's CE (Aided) Primary School in

Angmering. £0.100m is estimated to be spent in 2021/22 and the remainder in 2022/23.

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

Risk

12. 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 Summary.

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Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

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

Fire and Rescue Service

- The tri-service Joint Fire Control project with Surrey and East Sussex Fire and Rescue went live on the 17th November. The new arrangement provides a shared control centre based in Surrey where teams align mobilising services to enhance capability, efficiency and resilience for the Service. This new arrangement will assist with performance by focussing on movement of resources and call handling times which will improve our appliance attendance times for critical fires and special services.
- We are refocussing on close call activity after every fire to ensure that the immediate neighbourhood receives fire safety advice. This has resulted in a notable increase in Safe and Well Visit referrals and visits completed. Work is also underway to create partnerships with GP surgeries in locations where these fires occur to further increase local referrals of the most vulnerable.
- Accidental and deliberate fires remain very low, demonstrating the continued benefit of our fire prevention activity to ensure that the most vulnerable are kept safe from fire.
- We have adapted our protection ways of working to focus on desktop and remote fire safety audits to overcome the remaining challenges of access due to Covid. This is proving beneficial for the premises who receive the same advice and guidance but have less disruption to their business. We are also seeing a notable increase in the number of audits that we can deliver using this approach.

Communities

- Following wide ranging consultation, and in partnership with East Sussex County Council and Brighton and Hove City Council, West Sussex has published its Domestic Abuse Safe Accommodation Strategy setting it out its commitments to provide further support for our communities.
- The backlog of births needing to be registered continues to reduce with approximately 120 babies over six weeks (down from 180 end of Q2). We have re-opened further outstations with Shoreham, Midhurst, Bognor and Storrington all now open (by appointment as resource allows).
- Libraries have been acting as collection points for lateral flow device kits for residents, as part of a pan-Sussex operation to utilise library front doors as easy access points for residents. This last quarter has seen demand for kits grow significantly, with weekly numbers of kits handed out by library staff increasing over 350%. A total of almost 21,000 kits were distributed by our libraries this quarter; by December we were exhausting each delivery on a daily basis.

- The Refugee Resettlement Team has continued to work towards accommodating families under the Afghan Relocation and Assistance Policy Scheme (ARAP) and Afghan Citizens Relocation Scheme (ACRS). During the quarter the Team has been successful in securing more suitable properties from both the private and social sectors, which far exceeds the original plan of 8-10 properties for the financial year 2021/22. Work has also commenced on supporting the Hong Kong British Nationals Overseas (HKBNO) that have started to arrive in West Sussex.
- The Community Hub works closely with Public Health and provides the Local Tracing Partnership service (LTP) for East and West Sussex, for residents that have tested positive for Covid-19. 26,580 cases were passed to the LTP team in the three months of October to December 2021.
- 1,204,692 people visited our corporate website where they gained information or transacted with the Council. Customer Experience, Capita OSD Team have been working with all services to make all documents and web content accessible and SOCITM Silktime UK Councils index now rates the West Sussex County Council website as 'Great' for accessibility.
- More than 200 packets of illegal cigarettes were recently seized from a shop in Worthing. The illicit haul was part of an operation led by West Sussex Trading Standards officers targeting rogue retailers. Trading Standards Officers visited three shops in Worthing supported by Sussex Police following a tip-off claiming they were selling illegal tobacco. A total of 205 packets of illegal cigarettes and 63 packets of tobacco were found at one of the shops. Work to protect the vulnerable also led to a [rogue trader receiving a three-year prison sentence](#).

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
			Jun-21	Sep-21	Dec-21				
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	208	468	623	↗	The target of 1750 visits per year is based on a full department staffing model at which we continue to operate approximately 30% below. This is recognised as a sector wide issue. Reduced staffing levels and the pandemic have continued to impact the type of work that is possible, with inspecting officers carrying out remote and tabletop audits where premises remain inaccessible. Reviews are being undertaken to maximise desktop audits to ensure that the highest levels of risk continue to receive a comprehensive audit visit, which includes notifying the Responsible Person of any deficiencies and remedial actions required to make the building safe. Covid restrictions continue to be an influencing factor due to increases in the recent variant, particularly with premises occupied by vulnerable occupants. Responsible Persons have expressed anxiety in this area, which we recognise and acknowledge on a case-by-case basis. Officers have continued to support other Protection core functions including completing the Building Risk Review, which account for over 50% of departmental activity. This includes building regulation consultations, licensing applications and other forms of inspections and prosecutions.	Our approach will increase audit file review activity, whilst still targeting face to face inspections at premises of highest risk within our RBIP, ensuring we are still picking up key areas of non-compliance with the Fire Safety Order. We have a clear way forward focusing on risk and maximising the number of audits completed. We are increasing our desktop reviews completed by qualified Inspecting Officers and Low Risk Fire Safety Checks conducted by our station personnel, both of which will see performance in this area improve. We have also seen good engagement with licensed premises in Chichester, which is part of a joint fire safety project between our protection and response teams focusing on takeaways with sleeping risks above. This in turn will lead to more audits being completed.	R
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	781	1,561	2,468	↗	SWV delivery in Q3 was 9% short of the quarter target but a 16% increase on the previous quarter. We attribute this to the remedial actions taken, including the further development of referral pathways. Staff based at fire stations have undertaken reactive post-incident activity as well as proactive referral generation activity. The pandemic continues to cause a reduction in referrals and requests for visits with vulnerable people less willing to have services in their homes. Neighbouring FRSs have seen similarly low numbers of visits. It is likely we will fall short of this year's target, however we anticipate a 13% increase on last year. In addition to the 2468 full visits completed we have visited 552 homes to repair, replace, or install smoke detection equipment, with advice being provided where relevant. In previous years these visits were reported as Safe and Well Visits, whereas our new Farynor system enables us to more accurately reflect the risk reduction activity that was undertaken. We have made a combined total of 3020 homes safer due to our visits.	We continue to work with our partners, particularly in health and social care, along with telecare providers to increase referrals of Safe and Well Visits through introduction from a trusted partner. We are also offering revisits to some members of the public due to the time since we last visited them. We have changed the way our stations are supporting and completing Safe and Well Visits through new guidance and we are reviewing risk reduction activity to ensure that every contact can result in a Safe and Well Visit where possible. In many cases the resident has declined a full Safe and Well Visit, this may in part be due to Covid which we hope will change as we move forward. We continue to use data to target our activity to areas in which our most vulnerable residents live and we are making the most of every opportunity to deliver focused community safety activities following incidents at residential properties. This will lead to more prevention activity being delivered to those at risk or those affected by an incident.	A

Community Support, Fire and Rescue		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
			Jun-21	Sep-21	Dec-21				
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%	93.1%	82.1%	86.7%	↗	Following six quarters of strong performance in meeting first fire engine attendance standards we had a significant drop in Q2 and an increase in Q3. This increase means that our last three months performance have been 3.33% below target. For the last 6 months we have been trialling the Dynamic Cover Tool (DCT) in Fire control. This tool allows the control operators to assess the impact of any standby moves on response times before implementing them. During this trial we have been reviewing the impact this has had on our response times and the impact it's had on our staff. While we have seen how valuable the DCT is, we recognise that improvements can be made that will maximise the performance of our existing resources.	We are working very closely with Joint Fire Control (JFC) and following a revision to the governance arrangements we now have engagement and additional scrutiny at both operational and strategic levels. This work and the inclusion of our colleagues from East Sussex FRS is already seeing improvement in areas of performance that contribute to responding quickly to incidents. One of the main changes is the development to the way we use the Dynamic Cover Tool (DCT) in JFC across the County. This is intended to improve our response times by focusing cover at a district or local level. Additionally, we are reviewing all elements that contribute to meeting our response standards. This has seen work done at our fire stations to ensure we are consistently doing everything we can to respond to all incidents as quickly as possible.	G
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%	79.9%	77.1%	77.9%	↗	We have seen a small increase in retained availability and a corresponding increase in the overall countywide attendance time to critical special service incidents. At the start of Q2 the Dynamic Cover Tool (DCT) 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. The use of the DCT has been effective in maximising the use of available resource with respect to critical special service calls.	In addition to the actions relating to JFC, we are reviewing the management of our Service Delivery Centre (SDC) and have introduced a new permanent Crewing Support Officer. Our Crewing Optimisation Group (COG) within the SDC aims to maximise crewing levels across the service. Our Assistant Chief Fire Officer will be working strategically with the Head of Response and the SDC to continue to improve our crewing availability and continue to focus on those marginal gains.	A
4	Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a proactive intervention from the Trading Standards Service Reporting Frequency: Quarterly	100.0%	82.0%	82.0%	100.0%	↗	The appointment of the second Protecting The Vulnerable Officer, in conjunction with a low number of referrals received from the National Scams Team over the last quarter, has meant that we have been able to have a big impact on this measure over the last quarter and achieved 100% for the first time.	No further actions currently required.	G
33	Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	1.48m	2.93m	4.31m	↗	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.	No further actions currently required.	G
34	Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic Reporting Frequency: Quarterly, Accumulative	35,000	58,230	59,097	62,270	↗	59k residents supported to September 2021 as part of the Central Government Covid-19 Shielding Programme, which ended on the 15/9/2021. From October 2021 the Community Hub is supporting residents with Covid-19 related needs and households with wider essential needs such as food, energy and water bills via the Household Support Fund. Please note this measure does not include the volumes for the Local Tracing Partnership.	No further actions currently required.	G

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

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (<i>Covid-19 position is reported in Appendix 2</i>)	£11.666m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£11.666m)	
Fire – Additional costs within the Electronic Services Group and other related pressures including the Dynamic Cover Tool	£0.350m	Communities – Increased demand for registrar's services	(£0.200m)	
Fire - Increased pressure from supply of enhanced tactical PPE firefighter uniforms	£0.100m	Communities - Staffing vacancies within Trading Standards and Communities teams	(£0.259m)	
Fire - Increase in overtime within the Fire Response Service	£0.150m	Communities - In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.065m)	
Communities – Additional cost following work undertaken on long inquests	£0.152m			
Communities – Increase in mortuary contract	£0.075m			
Community Support, Fire & Rescue Portfolio - Total	£12.493m		(£12.190m)	£0.303m

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

- The Community Support, Fire and Rescue Portfolio is currently projecting a £0.303m overspend, a reduction of £0.159m when compared to September.
- Within the Fire and Rescue Service, there has been a £0.1m increase in overspend projected relating to an increase in overtime costs in response to emergencies and other one-off minor variations.
- Within Communities, the Registrars Service have experienced an increase in the number of ceremonies they have delivered following the easing of Covid-19 restrictions. This rise in volume has increased the expected income by a further £0.1m when compared to the September projection.
- Underspending on staffing and vacancy management has led to a further £0.094m reduction in the projection this month. In addition, savings from homeworking and changes in service delivery due to pandemic restrictions has also generated an estimated £0.065m following a reduction in staff mileage, home working and changes to working arrangements.

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	December 2021		Narrative	2022/23
Communities - Increased income from Registrars Services	150	150	G	Although achieving income assumption currently, post-pandemic sustainability of saving still to be determined.	G

Saving Activity	2021/22 Savings £000	December 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		B

Savings Key:

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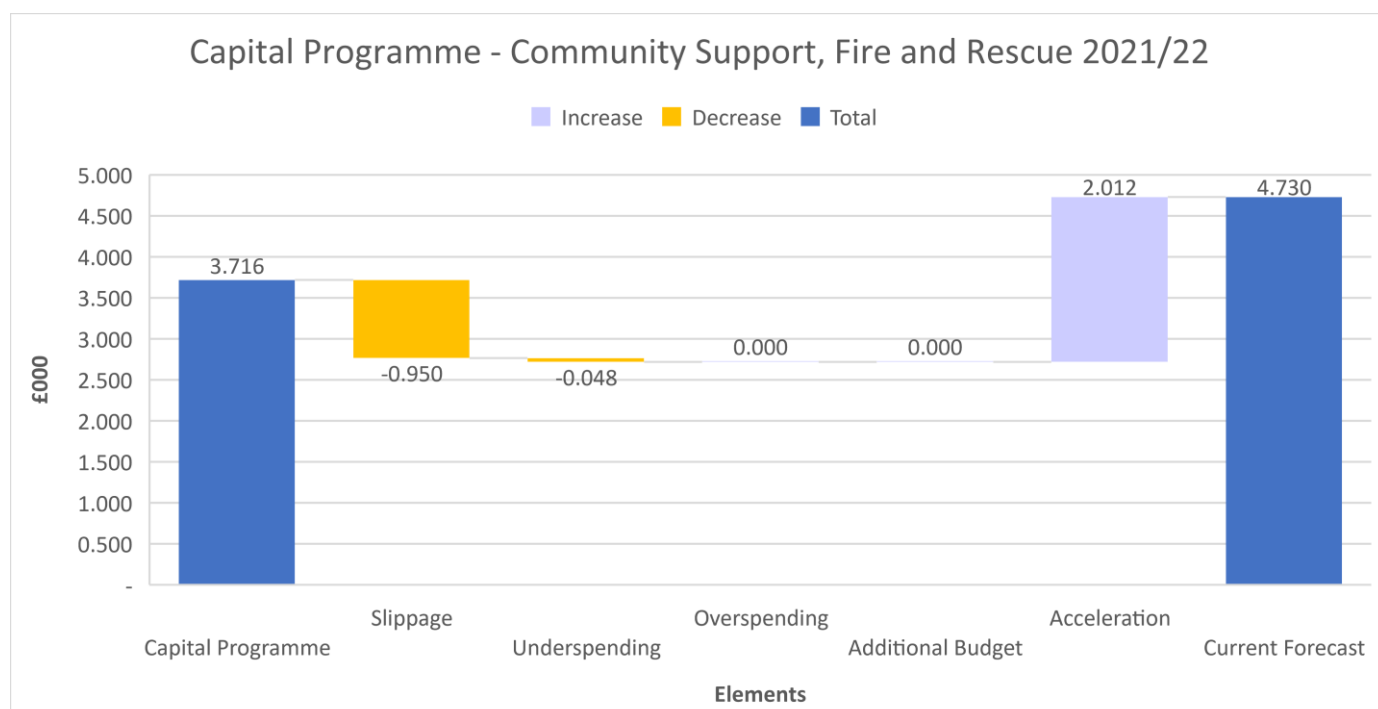
Capital Programme

Performance Summary - Capital

8. There are five schemes within the portfolio and all five schemes in delivery are rated green, indicating that the schemes are progressing as planned.

Finance Summary - Capital

9. 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.
10. Since this time, profiled spend has increased overall by £1.014m, to give a current year end projection for 2021/22 of £4.730m. Of this decrease -£0.950m relates to slippage, -£0.048m relates to underspending within current projects and £2.012m relates to projects where funding has been accelerated from future years.



Key:

- Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
- Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.
- Underspending – Unused funding following the completion of projects.
- Overspending – Projects that require further funding over and above the original approved budget.
- Additional Budget – Additional external funding that has entered the capital programme for the first time.
- Acceleration – Agreed funding which has been brought forward from future years.
- Current Forecast – Latest 2021/22 financial year capital programme forecast.

11. Details of movements of the financial profiling within the capital programme between October and December are as follows:

- **Acceleration: £2.012m. Movement since Q2 report: £1.645m**
 - **Live Training Centre and Horsham Fire Station: £1.645m.**
Works on the new fire station are progressing at pace therefore funding has been accelerated to meet the new profiled expenditure in 2021/22.

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

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
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

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

Environment and Climate Change Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - West Sussex County Council responded as a statutory consultee to the formal consultations on the extension to the Rampion Offshore Wind Farm and the Gatwick Northern Runway Project (NRP), both nationally significant infrastructure projects that are being taken forward under the statutory Development Consent Order process. Responding to the consultations within the tight externally-imposed timeframes involved extensive partnership working internally and externally, in particular with the nine other Gatwick authorities on the NRP.

Energy Services

- More households than ever have registered to take part in the latest round of our Solar Together Sussex scheme. The scheme is co-ordinated on behalf of all Sussex local authorities by the County Council's Energy Services Team. Residents can get high quality, competitively priced solar panels and battery storage systems to help reduce energy costs and carbon emissions. Of the 7,361 residents that received quotations during October 2021, more than 1,700 moved on to the full survey stage. This is a 63% increase in take up compared to 12 months ago and may reflect concerns about increases in energy costs.
- The West Sussex Fuel Poverty Fund supporting services to vulnerable people in the county this winter. Our Energy Services officers liaise with the Fuel Poverty Coordinator for West Sussex to identify areas that require intervention. These are then evaluated, and a proposal is forwarded to the Cabinet Member for the Environment and Climate Change to approve.

The Age UK Meal Delivery Service in West Sussex will receive an initial £4,800 to support vulnerable clients who find cooking a struggle. This will enable more of the charity's most vulnerable clients to have access to hot meals, daily contact and some financial relief. A further £4,500 will go to Family Support Work, a local charity that supports children and families through difficult times in their lives. The sum will match funds raised each year by the charity through a Winter Fuel Allowance donation campaign.

In previous years the Fuel Poverty Fund, which is generated through projects such as Solar Together Sussex run by the WSCC Energy Services team, has supported the provision of emergency fuel vouchers through Citizen's Advice and emergency Christmas pre-payment meter top ups.

- The increase in wholesale energy costs had a positive impact on the financial returns from the County Council's Solar farms in Q3 2021 compared to the same period in 2020.

The £380,000 revenue generated by Tangmere and Westhampnett solar farms during October and December 2021 was almost four times the previous year's figure due to the higher price paid for the clean energy. In turn, this additional

revenue has allowed the County Council to offset the higher price it pays for the energy it uses in delivering services to residents.



In addition to this positive financial performance during the reporting period, the solar farms remain on track to deliver their projected long term clean energy targets according to recent reporting from the County Council’s Energy Services Team. Figures analysed for the 2020/21 financial year show that the 18,000 solar panels at Tangmere solar farm generated more than 5,235 MWh of clean electricity for the grid. This is 6% more than forecast.

Westhampnett solar farm, which is larger than Tangmere with 26,000 solar panels, produced more than 7,285 MWh. This in line with modelling carried out before the solar farm was built in 2018

Waste

- Consultation on the pilot Recycling Centre booking system. Between the 10th November and 21st December 2021, a public consultation was carried out in West Sussex and received 7,374 responses in which 62% strongly agreed/agreed that the booking system should be maintained at the six sites.
- Working jointly with our contractor Biffa, a market to recycle hard plastics has been identified which has led to an additional waste stream. Some Household Waste Recycling Sites now have a recycling area for hard plastics such as children’s toys, garden furniture and buckets.

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	Jun-21	Sep-21	Dec-21		Carbon emissions for the quarter totalled 8,596 tonnes of CO2e*, -11% vs 20/21 and -18% vs the 19/20 baseline. Colder months have led to a return of heat demand as the primary emission source, heightening the impact of external temperature variations upon KPI performance. Warmer than average external temperatures have supported reduced demand vs previous years. Business travel emissions have increased 23% compared to 20/21, though remain much reduced compared to the pre-covid 19/20 baseline.	No further actions currently required.	G
		6,002 CO2te	9,957 CO2te	18,553 CO2te	↗			
23 Household waste recycled, reused or composted (CC) Reporting Frequency: Quarterly, Reported a quarter in arrears. 	54.0%	Mar-21	Jun-21	Sep-21		Performance for the 12 rolling months ending September 2021, has exceeded the target for 2021-2022, but the recycling rate usually falls back during quarters 3 and 4. In a normal year, this 6 month period sees quite a large downturn in waste arising. Dry recycling levels are still increasing from last year but this is mainly due to throughput at the Recycling Centres. Kerbside recycling has remained level. Green waste composting has increased throughout the Districts and Boroughs and at the sites. The CPI rose to 5.4% in the 12 months to December 2021, which is the highest inflation rate since March 1992. The increase in the cost of living may potentially affect waste levels going forward.	No further actions currently required.	G
		53.1%	53.8%	55.4%	↗			

[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>)	£0.345m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£0.345m)	
Projected unit price increase on energy tariffs, affecting corporate buildings	£0.450m	Increase in recycle income	(£1.800m)	
Net increase waste tonnages	£0.300m	Estimated additional Solar and Battery Farm income due to an increase in unit prices	(£0.850m)	
		In year underspending from homeworking/ underspend on corporate utility usage – (reduced usage within Corporate buildings)	(£0.300m)	
		Increase in planning income	(£0.100m)	
		Other minor variations	(£0.065m)	
Environment & Climate Change Portfolio - Total	£1.095m		(£3.460m)	(£2.365m)

Significant Financial Issues and Risks Arising

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

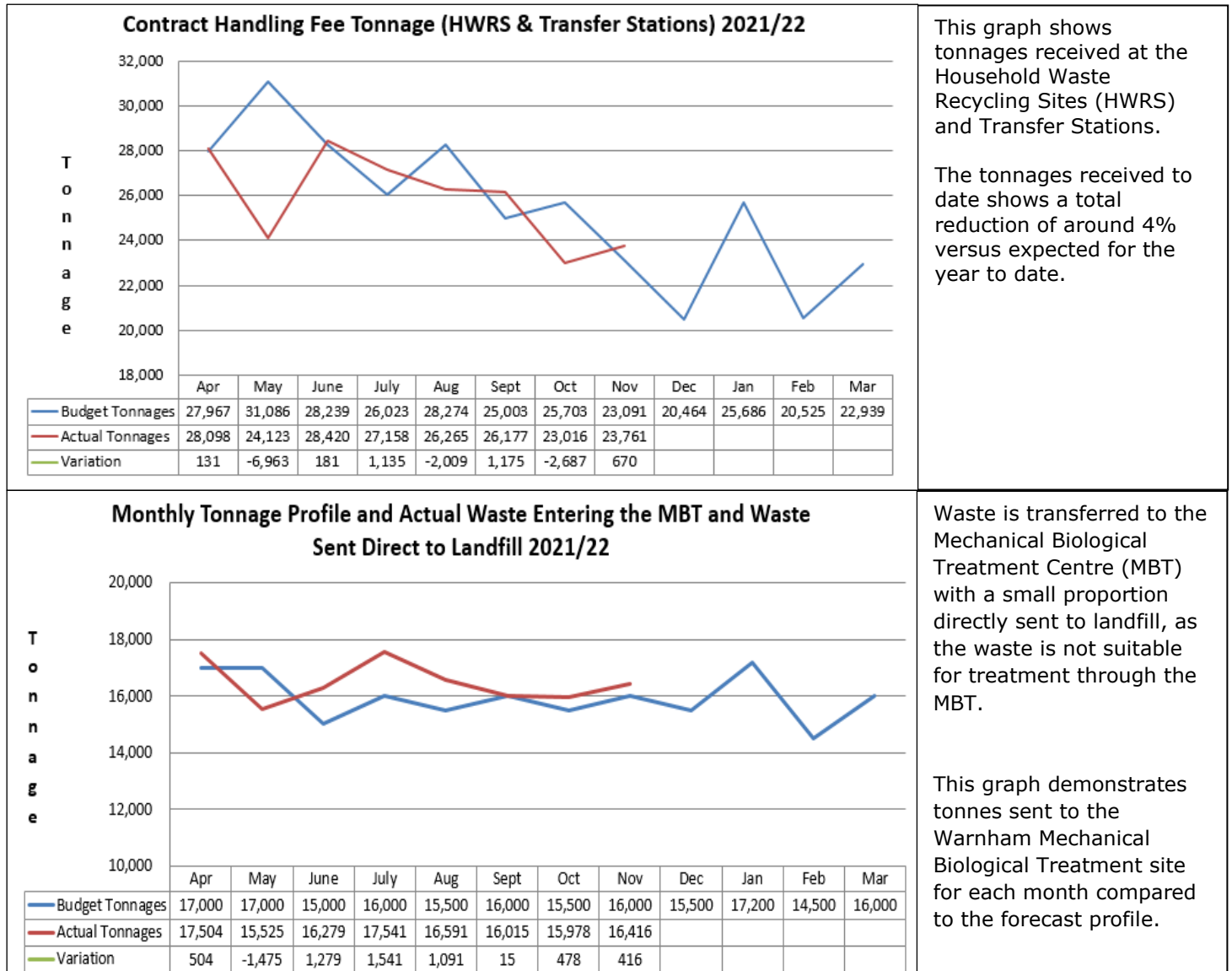
Financial Narrative on the Portfolio's Position

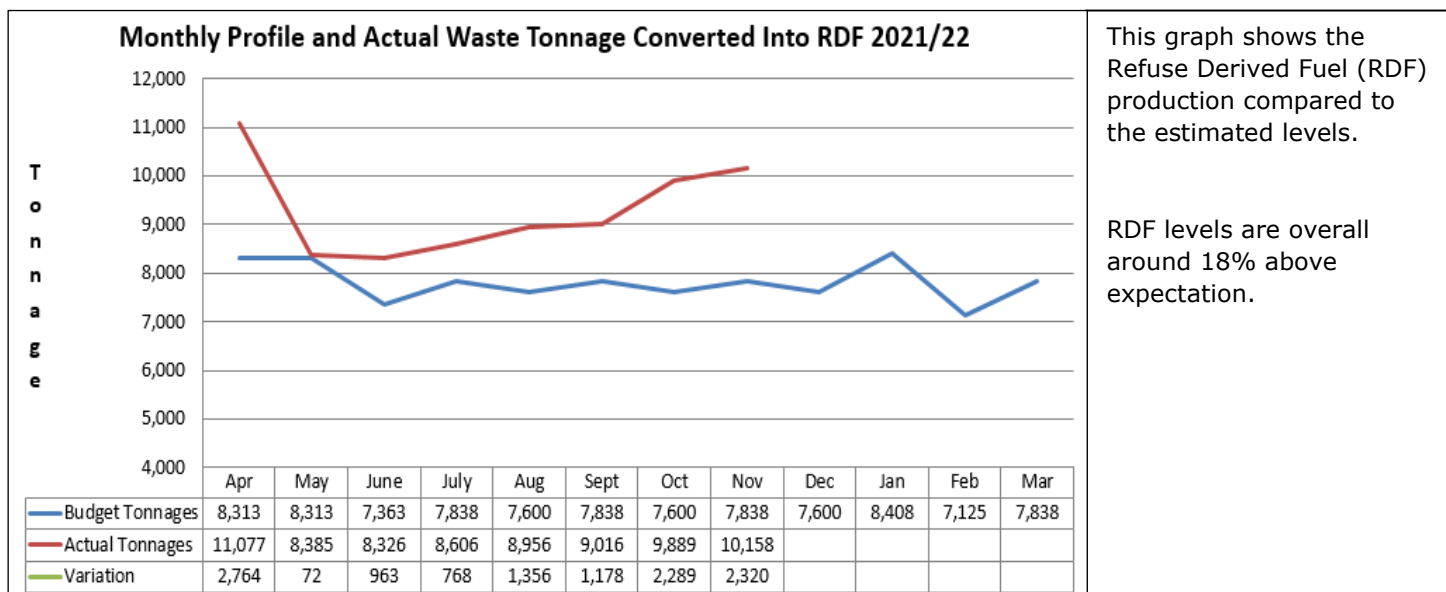
- The Environment and Climate Change Portfolio is projecting a £2.365m underspend, an increase in the underspending position of £0.565m when compared to September.
- Waste volumes at Household Waste Recycling Sites are around 4% below the budgeted tonnage levels so far this year, with waste collected at the kerbside being sorted at our Material Recycling Facility (MRF) increasing by around 6,000 tonnes. This change is thought to be due to the Covid-19 restrictions which have been in place this year, which includes the effects of continued working from home arrangements. However, waste disposal tonnage volumes as at November are around 5% above budget. The net effect of these elements has resulted in a £0.5m increase in expenditure; updating the waste tonnage projection from a £0.2m underspend reported in September, to a £0.3m overspend.
- Recycling income rates have continued to increase during the third 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 materials, a further £0.5m of income is now forecast, increasing the income expectation to £1.8m.
- 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 the last quarter. At this stage of the year, we are forecasting additional income of £0.850m, an increase of £0.450m since the Q2 report. The

unit rates for February and March 2022 are not yet known and generation for the rest of the year is an estimate, so this figure could still fluctuate. It is important to note that, corporately, any gain in income from the solar projects will be partially offset by the increased cost in corporate utilities arising from the higher unit rate.

- Income generation within Planning Services is now projected to exceed budgeted assumptions by £0.1m this financial year.

Cost Driver Information





Savings Delivery Update

8. 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	December 2021		Narrative	2022/23
		Value	Status		
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	G	The pandemic has led to some timing delays on the Halewick Lane project. This specific project is now expected to be completed in May 2022. Additional solar income during 2021/22 has enabled this saving to be delivered this year.	G
Charge for monitoring travel plans	50	50	G	New charge unlikely to deliver additional income until 2022/23 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		B

Savings Key:

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

Capital Programme

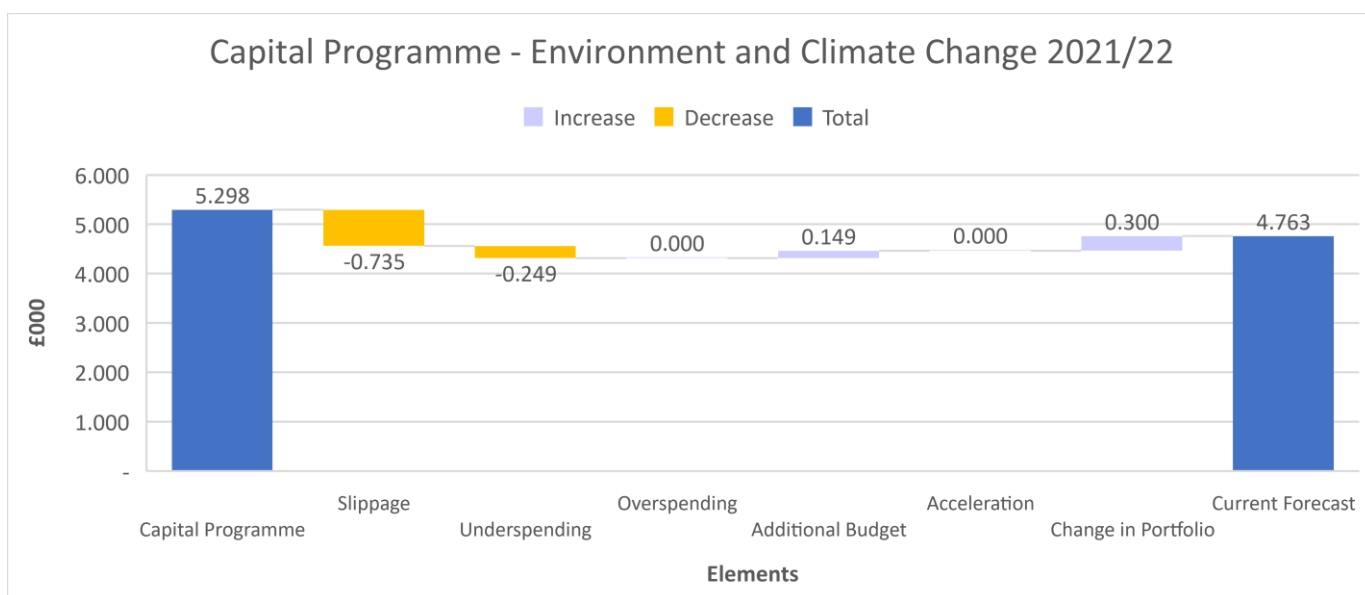
Performance Summary - Capital

9. There are 11 schemes within this portfolio; ten of the schemes in delivery are rated green, indicating that the schemes are progressing as planned, and one is 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 scheme not rated green is detailed in the table below.

Scheme	RAG Status at 31 st December	Reason	Latest RAG Status	Updated Position
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.

Finance Summary - Capital

10. 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.
11. Since this time, the profiled spend has decreased overall by £0.535m, to give a current year end projection for 2021/22 of £4.763m. Of this decrease -£0.735m relates to slippage, -£0.249m relates to underspending within current projects, £0.300m relates to a change in portfolio responsibility and £0.149m relates to additional funding; specifically, £0.1m additional government grant, £0.030m of school contributions and £0.019m from the Salix Recycling Fund.



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
 Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2021/22 financial year capital programme forecast.

12. Details of the movements of the financial profiling within the capital programme between October and December are as follows:

- **Additional Budget: £0.149m. Movement since Q2 report: £0.049m.**
 - **Carbon Reduction: £0.049m.** A project has been approved for a LED lighting upgrade project at Petworth Primary School. The school is contributing £0.030m towards the project, with the Salix Recycling Fund funding the remaining £0.019m. The project is expected to complete in 2021/22.
- **Underspending: -£0.249m. Movement since Q2 report: -£0.243m.**
 - **Fairbridge Waste Transfer Site – Japanese Knotweed: -£0.241m.** Works to clear the site were different to the originally envisaged scheme, which has led the budget being reduced. The funding has been returned to the Capital Improvements budget within the capital programme.
 - **Bird Protection (YES): -£0.002m.** This project has now completed with a small underspend that will be returned to the Your Energy Sussex budget within the capital programme to help fund future projects.

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

Risk

14. 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
CR73	If there is a failure to adequately prioritise, finance and resource our efforts to deliver on WSCC Climate Change commitments (e.g., 2030 Carbon Neutrality), there is a risk that there will be insufficient capacity and capability to complete the necessary actions within the required timeframes . This will lead to prolonged variations in weather and adverse impacts on WSCC service provision.	NEW	12

15. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register Summary.

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Finance and Property Portfolio - Summary

Performance Summary

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

- On the 4th November 2021, the West Sussex County Council and West Sussex Pension Fund financial statements were awarded an unqualified audit opinion by external auditors Ernst and Young LLP. Both sets of financial statements “gave a true and fair view of the financial position of expenditure and income and had been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom”.
- 38 Children and Family Centres and Youth Centres were closed and handed back to the Estates team in the last quarter. Most of the properties have been secured pending resolution on the future of the properties. A range of solutions based on the outcome of the options appraisals are being progressed; including handing back to leaseholders, disposal and leasing to third parties. A number of the Children and Family Centres have returned to full library use and some are being repurposed for alternative WSCC use. Negotiations continue with the NHS to allow continued operation of the Healthy Child programme in 10 of the properties. Three properties have been identified as suitable for Community Asset Transfer. This programme of work has been resource intensive.
- Work has commenced on two high profile capital projects, Horsham Enterprise Park and Woodlands Mead College. Both remain on budget and within programme.

Our Council Performance Measures

Finance and Property	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
		Jun-21	Sep-21	Dec-21				
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%	50.0%	58.0%	70.0%	↗	There were ten eligible tenders over the value of £500,000 that required a Key Decision in the third quarter of 2021/22. Of the ten tenders, seven (70%) contained a social value consideration weighting of 10%. The second quarter saw a 8% increase in tenders with the 10% social value weighting compared to the first quarter.	No further actions currently required.	G
49 Square metres of operational property (e.g. offices, libraries, fire stations etc) that are in use Reporting Frequency: Quarterly	170,000 m ²	179,000 m ²	172,808 m ²	159,465 m ²	↗	There has been a significant reduction in the sqm of the operational estate during this quarter, primarily due to the closure of a number of Children and Family Centres and Youth Centres as a result of the decision to re-design the Early Help Service. With other properties included the operational estate has reduced by 46 properties. The target for this year has been exceeded.	No further actions currently required.	G

Finance and Property		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
50	The aggregated unit cost of our services compared to our statistical neighbours Reporting Frequency: Annually	8th highest out of 15		2019/20	2020/21		WSSC had the 4th highest expenditure out of all comparable local authorities. The 2021/22 forecast outturn position shows an improvement to 8th if nothing changes between now and the end of March 2022.	We are still in uncertain times, the Local Government Finance Settlement is only for 1 year (2022/23) with further fundamental reviews of financing anticipated, the pandemic is still with us and our relative position is dependent upon what happens in other local authorities not just what we do ourselves.	A
			New Measure No Data	2nd highest out of 15	4th 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	Dec-21		There were ten eligible tenders over the value of £500,000 that required a Key Decision in the third quarter of 2021/22. All ten of these (100%) considered Partnership working within the business appraisal options process. The third quarter saw a 17% increase in contracts that considered partnership working compared to the second quarter, and a 45% increase overall across the first three quarters.	No further actions currently required.	G
			55.0%	83.0%	100.0%	↗			

[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>)	£0.842m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£0.842m)	
2020/21 procurement saving at significant risk	£0.150m	In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.160m)	
Implementation costs of the delayed replacement of the Atrium property IT system	£0.100m			
Other minor variations	£0.140m			
Finance and Property Portfolio - Total	£1.232m		(£1.002m)	£0.230m

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 is projecting a £0.230m overspend, an increase of £0.130m when compared to September.
- A saving relating to income generation within procurement has been delayed. It had been hoped that this saving could be fully mitigated in year from proactive work undertaken in faster payment rebates, however current data suggests only part of the saving will be realised, leaving a shortfall of £0.150m.
- As a result of the Covid-19 restrictions in place during 2021/22, an estimated £0.160m of underspending relating to homeworking and changes in service

delivery is projected following a reduction in the use of shredding, refuse and consumables within area hubs and security requirements.

Savings Delivery Update

6. 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	December 2021		Narrative	2022/23
Amazon business accounts	200	150	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.	G
Charging for frameworks	100	150	R		

Saving Activity	2021/22 Savings £000	December 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

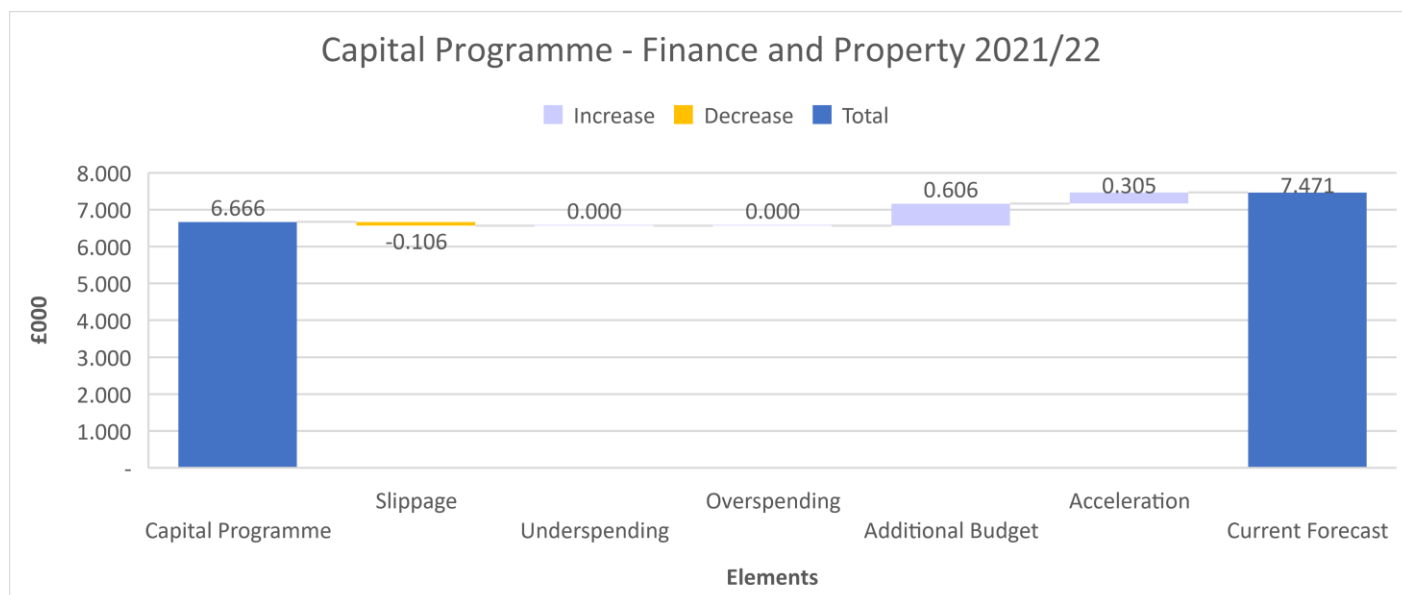
Performance Summary - Capital

7. There are 12 schemes within the portfolio; nine of the schemes in delivery are rated green, indicating that the schemes are progressing as planned and 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.

Scheme	RAG Status at 31 st December	Reason	Latest RAG Status	Updated Position
Carbon Reduction	AMBER	Defects with Parkside Combined Heat and Power Unit.	AMBER	Revised remedial programme received from contractor. Expected resolution - April 2022.
Broadbridge Heath	AMBER	Delays to planning because of Water Neutrality.	AMBER	Stage Three report has been issued and is under review.
Horsham Enterprise Park	AMBER	Delays in planning due to Water Neutrality.	AMBER	

Finance Summary - Capital

- 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.
- Since this time, profiled spend has increased overall by £0.805m, to give a current year end projection for 2021/22 of £7.471m. Of this increase, -£0.106m relates to slippage, £0.305m relates to accelerated projects where funding has been brought forward from future years and £0.606m relates to additional funding; specifically, £0.542m of Covid-19 government grant and £0.064m of Capital Improvement funding. Details of these additions to the programme are reported below.



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
 Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2021/22 financial year capital programme forecast.

- Details of movements of the financial profiling within the capital programme between October and December are as follows:

- **Additional Budget: £0.606m. Movement since Q2 report: £0.064m**
 - **Hop Oast: £0.057m.** Additional funding from the Capital Improvement Fund of £0.057m has been approved to provide lighting, security and vehicle maintenance areas inside the Hop Oast compound.
 - **Burrscroft: £0.003m.** Additional funding from the Capital Improvement Fund of £0.003m has been approved to cover the final retention costs of this project.
 - **Willow Park Departure: £0.004m.** Additional funding from the Capital Improvement Fund of £0.004m has been approved to cover the final invoices.

- **Acceleration: £0.305m. Movement since Q2 report: £0.154m**
 - **Willow Park Departure: £0.104m.** This project has completed earlier than anticipated therefore the funding of £0.104m has been accelerated for final payment.
 - **Targeted Minor Asset Improvement Plan (CLOG): £0.050m.** Projects are progressing well in this block allocation; therefore £0.050m has been accelerated to fund further projects in 2021/22.

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

Risk

12. 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

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

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Highways and Transport Portfolio - Summary

Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
 - The Works Delivery Programme is 61% complete with 320 (£39.8m) of 528 projects delivered. For the Carriageways and Footways element, 86% of the resurfacing is complete with remaining work due in March. Surface Dressing and Carriageway Micro Asphalt has been completed and patching is two-thirds through its programme. Footways Reconstruction is completed, Footway Small works are 80% completed and Footway Micro Asphalt is 50% complete with remaining works underway.
 - The A24 Robin Hood Roundabout major work improvement scheme is complete. Works involved significantly increasing capacity, signalling the junction and reducing congestion.
 - The public consultation on the review of the statutory West Sussex Transport Plan (WSTP) has now concluded and consultation responses have been reviewed which resulted in changes to the draft plan. The WSTP is the County Council's main policy on transport and sets out how the authority, working with its strategic partners, intends to address key challenges by improving, maintaining, and managing the transport network in the period to 2036.

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	Jun-21	Sep-21	Dec-21		<ul style="list-style-type: none"> New surface on Bridleway 2370 off Ford Lane, Ashurst New surface on Bridleway 2443 eastwards from the B2138 (Bury Gate) New surface on Bridleway 1670 off Arun Way, Horsham which runs south off the A281 (Pedlars Way) New surface on Bridleway 1796 east of Broadwater Lane, Horsham New surface on Byway 3605, Angmering (Cow Lane) A24 Robin Hood cycle facilities + staggered Toucan Winterbourne Road, Chichester (short link through residential development) 	The following are expected to be completed in Q4: A2300, Burgess Hill = 3.1km New surface and route improvements on bridleway / PROW network (Burgess Hill Green Circle) = 4.5km New surface and route improvements through various off-road links and PROW (Burgess Hill Townwide Connectivity) = 5.8km The expected total length of new cyclepaths in 2021/22 is 16.66km	G
		0.1km	1.9km	2.8km	↗			
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. The next survey will be in June 2023 with results reported October 2023.	The investment made and the programme of carriageway treatments undertaken this year should positively impact next years maintenance requirements. With the level of this years expenditure being maintained for 2022/23 it is anticipated that the condition of the A and B network will improve.	A
		13.6%	14.7%	15.6%	↘			
19 Highway defects repaired within required time scale Reporting Frequency: Quarterly, Reported 1 month in arrears.	96.0%	Mar-21	Jun-21	Sep-21		This year has seen unprecedented levels of defects being identified which has caused delays in repair times. A backlog of defect repairs was high in the autumn but these have now been resolved by using additional resources. It is anticipated that Q4 will continue to improve but may not meet the target of 96%.	In readiness for 2022/23 West Sussex are working with the contractor to ensure improvements are made, these include resource planning and introducing proactive treatments such as Jetpatching and the Pot Hole pro. These alongside the continuation of the capital funding should reduce defect identification during inspections allowing the performance targets to be achieved.	A
		66.6%	81.9%	60.5%	↘			
41 Killed and seriously injured casualties per billion vehicle miles Reporting Frequency: Annually	107	2018/19	2019/20	2020/21		Currently WSCC hold KSI data to 30 Nov 2021; the KSI rate has improved against recent years and a positive end of year out-turn is expected. This level of KSIs should lead to a reduction of the KSI per billion vehicle miles travelled, the final outcome is dependent on the reported traffic volume, if rates are similar to 2020, the improvement against 2020 will be smaller but if levels are nearer to pre-pandemic levels it could be possible for an end-of-year outturn close to the 2021 target. The finalised KSI per billion vehicle miles rate for 2021 data will be published by the DfT at the end of September 2022 after both the KSI and traffic volume data have been collected and validated. The KSI per billion vehicle miles rates are based on an end of year to December.	Two road safety schemes have been delivered in 2021/22 with a further two due for delivery before the end of the year. A further 4 schemes are currently designed for delivery in 2022/23. Ongoing Road Safety Projects include: <ul style="list-style-type: none"> Major Road Network (MRN) Project - TRL have been commissioned to undertake safety assessment and provide a "STAR rating" demonstrating the potential level of harm road users may be subject to on those routes. This will guide potential road safety schemes in the coming years. Cluster site analysis - we continue to monitor sites with clusters of collisions across West Sussex to help determine future priorities. Route analysis - we continue to monitor routes with high collisions across West Sussex to help determine future priorities. School Zig Zags project - In 2022 we intend to partake in a behavioural change project for school zig zags at specific sites (yet to be confirmed) across West Sussex. 	A
		110	121	127	↘			

[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>)	£1.414m	Assumed funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£1.414m)	
Pressure within Highways Maintenance	£0.560m	Reduction in reimbursement payments to bus operators in line with service mileage reductions implemented during the pandemic	(£0.800m)	
Other minor variations	£0.040m	Additional income generation from street works charges and road safety/ local transport improvements	(£0.400m)	
		Delays in felling works for Ash Dieback Scheme	(£0.300m)	
		Street Lighting PFI - low winter electricity prices	(£0.040m)	
		In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.040m)	
Highways & Transport Portfolio - Total	£2.014m		(£2.994m)	(£0.980m)

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 £0.980m underspend, which is an increase in underspending of £0.790m when compared to September.
- Of the total projected underspending, £0.800m relates to the English National Concessionary Travel Scheme, where payments to operators continue to be adjusted for reduced service mileages. Previous estimated underspending of £0.450m assumed mileages would return to normal levels in the second half of the year, however, it is now expected that reductions will continue for the whole of 2021/22. Final mileages will not be known until reconciliations have been completed in early 2022/23; the additional £0.350m projected underspending reported represents a reasonable estimate of the impact based upon the information available at this point.
- The Street Lighting PFI budget is projected to underspend by £0.040m, representing a cost increase of £0.260m compared to the £0.300m projected underspending previously reported. This follows confirmation of the winter electricity prices secured through the LASER contract, which have increased by 23% compared to last year. The sharp increase takes 2021/22 average prices back up to broadly the levels projected before the pandemic, however, the future outlook remains uncertain with potential for ongoing upward pressure.

6. Income generation across the portfolio is now projected to exceed budgeted assumptions by £0.400m this year. This includes street works charges to utility and telecommunication providers (£0.300m) and income from road safety and local transport improvements (£0.100m).
7. An underspending of £0.300m is now projected on the Ash Dieback budget this year due to difficulties securing the necessary road space to complete the planned felling. In particular, the diversion route required following the closure of the A285 near Seaford College has prevented a significant amount of felling work being completed this financial year.

Savings Delivery Update

8. 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	December 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	December 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	B	One year saving in 2021/22 only.	N/A
Reduced level of demand for concessionary bus travel scheme	400	400	B		B
Review the management of graffiti removal	50	50	B		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 Q4 as restrictions are lifted.	A
Redesign processes for the delivery of highways schemes	50	50	B		B
Review of agency staff	21	21	B		B

Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

Capital Programme

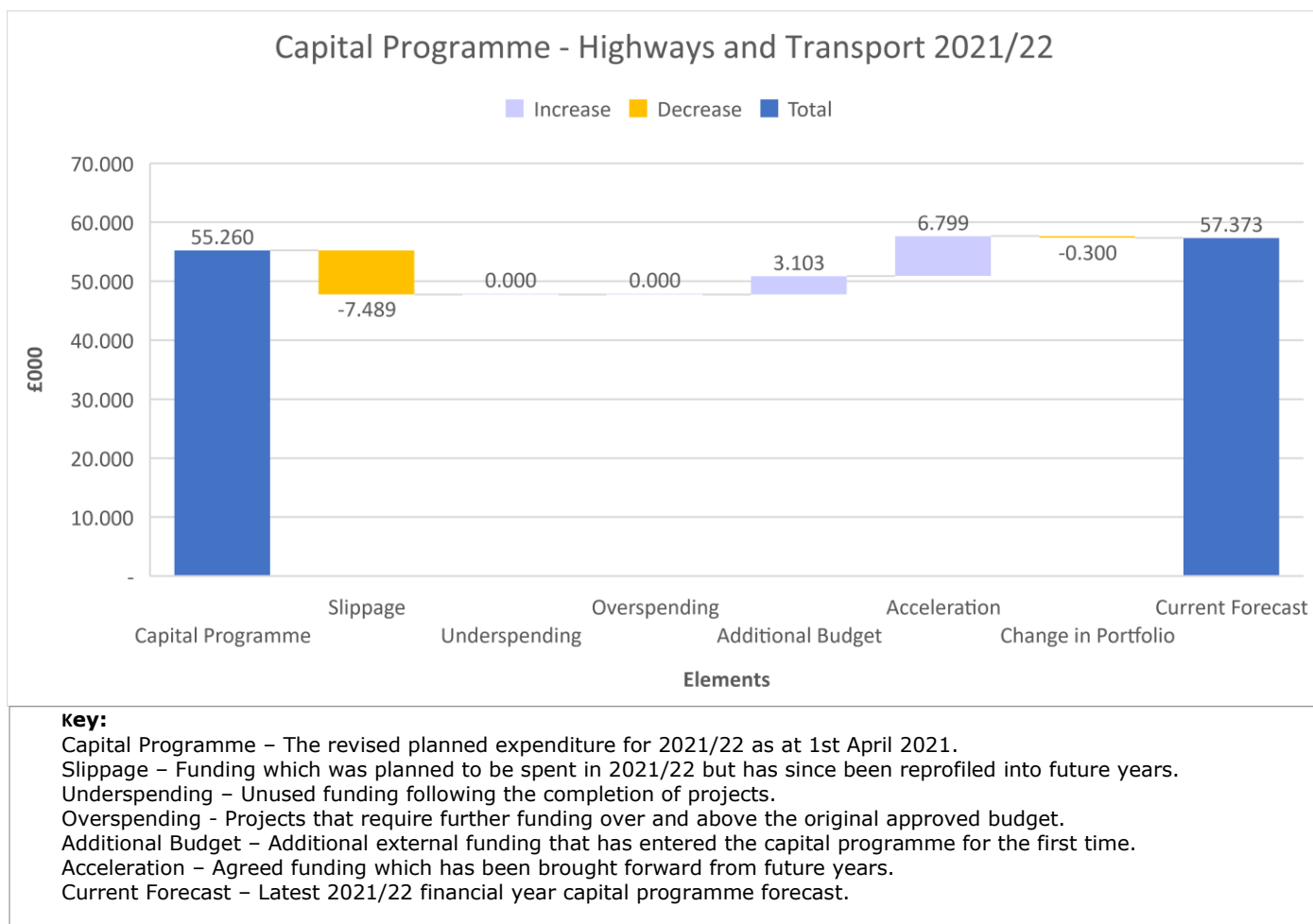
Performance Summary - Capital

9. There are 21 schemes within the portfolio. 18 of the schemes in delivery are rated green, indicating that the schemes are progressing as planned. Three 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 31 st December	Reason	Latest RAG Status	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.
A284	AMBER	High Target Price return received.	AMBER	Options are being considered.
LED Streetlight Conversion	AMBER	Contract renegotiation and Deed of Variation subject to formal approval.	AMBER	A draft Deed of Variation has been reviewed by all parties with the principal agreed. Awaiting final sign-off.

Finance Summary - Capital

10. 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.
11. Since this time, profiled spend has increased overall by £2.113m, to give a current year end projection for 2021/22 of £57.373m. Of this increase, -£7.489m relates to slippage, £6.799m 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.



12. Details of movements of the financial profiling within the capital programme between October and December are as follows:

- **Slippage: -£7.489m. Movement since Q2 report: -£2.950m.**
 - **Active Travel Fund: -£1.650m.** This programme of works has been reprofiled into future years after extensive engagement, consultation and scheme development work being undertaken. The tender process is now commencing; however, the scheme construction will be undertaken during 2022/23.
 - **Street Lighting LED: -£1.300m.** Deed of Variation continues to be delayed and whilst this is expected to be completed soon, the roll out of works are not likely to commence until April 2022 at the earliest, therefore £1.300m has been reprofiled into future years.
- **Acceleration: £6.799m. Movement since Q2 report: £4.500m**
 - **A2300: £1.500m.** Construction works have progressed quicker than anticipated and are now expected to complete in this financial year, therefore budget has been accelerated to reflect this. Risks still remain around Covid-19, weather and construction materials so an allocation £0.672m remains in 2022/23 to allow for potential delays.

- **Annual Works Programme: £3.000m.** Works in this block allocation have progressed quicker than anticipated, therefore funding has been accelerated to meet the new profiled expenditure.

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

Risk

14. 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 Summary.

Leader Portfolio (including Economy) - Summary

Performance Summary

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

- All six growth deals remain in place with our District and Borough Council partners. In the last quarter, we have continued to assess all six deals against our economic recovery plans with our growth deal stakeholders and have progressed refresh conversations where appropriate. The refreshing of the deals will be underpinned by the following key outputs, sustaining and increasing jobs, freeing up land for development creating new homes and employments space as well as supporting the council's climate change and economic recovery strategies.

Our Council Performance Measures

Leader	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions	Year End Forecast
		Mar-21	Jun-21	Sep-21				
15 Enterprises supported to start, revive, innovate and grow Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.	1,500	950	833	1,253	↗	Q3 results due in March 2022. 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.	No further actions currently required.	G
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 4.5%	2019/20 8.8%	2020/21 21.2%	↗	Next update due March 2022. Working with DCMS (Department for Digital, Culture, Media & Sport) and suppliers within the county with commercial plans or Voucher schemes. Currently undergoing a detailed review of the Open Market Review (OMR) to prepare for the Public Review stage of the process.	No further actions currently required.	G
24 Number of growth deals in place with district and boroughs Reporting Frequency: Annually	6	2018/19 6	2019/20 6	2020/21 6	→	All six growth deals remain in place with our District and Borough Council partners. In the last quarter we have achieved the following outcomes: • Contractors appointed to deliver Burgess Hill Place and Connectivity phase one. • County building demolition in Crawley has been completed. • Eastern gateway in Crawley continues to progress well • Portland road in Worthing remains on track for delivery in spring 22 – Green • Manor Royal highways works are progressing to delivery	No further actions currently required.	G

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
		Minor variations	(£0.050m)	
Leader Portfolio - Total	£0.000m		(£0.050m)	(£0.050m)

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 £0.050m underspend.

Savings Delivery Update

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

Saving Activity	2021/22 Savings £000	December 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. Following a review of the Capital Programme, a number of Economy projects have been re-assigned to the Leader Portfolio from the Support Services and Economic Development Portfolio.

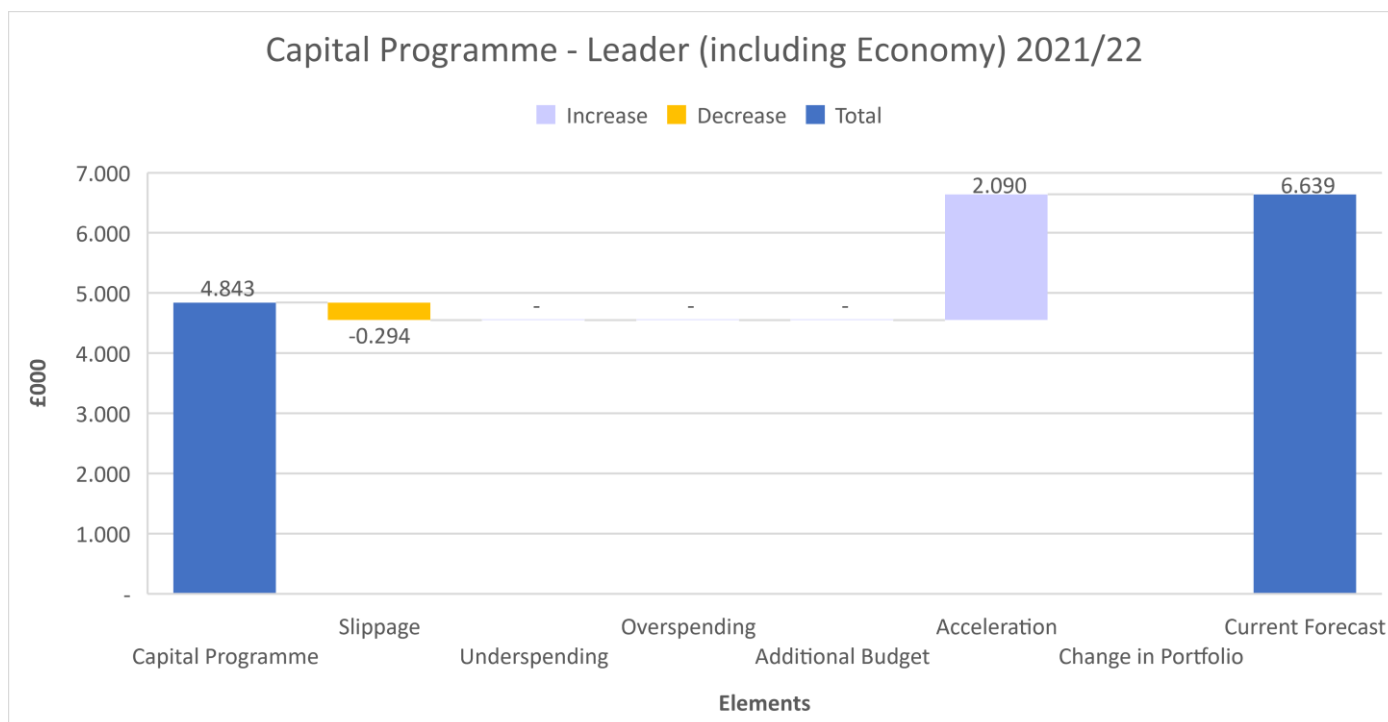
Performance Summary

6. There are 11 schemes within the portfolio and all 11 schemes in delivery are rated green, indicating that the schemes are progressing as planned.

Finance Summary – Capital

7. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £2.184m for 2021/22. £2.659m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £4.843m.

8. Since this time, the profiled spend has increased overall by £1.796m, to give a current year end projection for 2021/22 of £6.639m. Of this increase, £2.090m relates to projects where funding has been accelerated from future years and -£0.294m relates to in-year slippage.



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
 Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2021/22 financial year capital programme forecast.

9. Details of movements of the financial profiling within the capital programme between October and December are as follows:

- **Slippage: -£0.294m. Movement since Q2 report: -£0.294m.**
 - **Manor Royal Highway Improvements: -£0.294m.** Profiling has been reviewed by the project team against the project milestones with £0.294m being reprofiled into future years.
- **Acceleration: £2.090m. Movement since Q2 report: £2.090m.**
 - **Eastern Gateway: £2.000m.** Project is progressing much quicker than initially anticipated as the previous spending profile allowed for uncertainties around the Covid-19 pandemic. Funding has been accelerated accordingly.
 - **Railway Approach: £0.090m.** £0.284m has been approved to develop preliminary design and cover costs associated with the Railway Approach project. £0.090m is profiled to be spent in 2021/22 with the remainder in 2022/23.

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
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.	15	15
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.	12	12
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.	6	6

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

Public Health and Wellbeing Portfolio - Summary

Performance Summary

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

- **Health Protection, surveillance and prevention.** As part of the ongoing local authority public health Covid-19 response, the County Council's Public Health team continue to work closely with colleagues across the organisation, schools, Sussex Health and Care Partnership (SHCP), and with local communities to implement public health prevention measures to reduce the risk of catching Covid-19, spreading it further, minimising severe illness, and saving lives; this was further increased in response to the challenges presented by the emergence of the Omicron Variant of Concern (VoC). These measures include daily monitoring of data, enabling appropriate mitigation measures to be implemented at the earliest opportunity, county-wide communications, promotion of testing and as part of outbreak response, the deployment of a Mobile Testing Unit (MTU) if required, providing support and guidance to schools, communicating regularly with headteachers to update them on national guidance, which we encourage them to follow, and working closely with local NHS partners to tackle inequalities, including access to vaccination, to increase uptake across the local population.
- **Stoptober.** Throughout October, the organisations in the Smoke Free West Sussex partnership (led by the County Council) supported the 10th anniversary Stoptober campaign - an annual Public Health England stop smoking challenge, encouraging and supporting smokers to make a quit attempt during October. The evaluation of local activity around Stoptober has been completed and the full report will be shared with key partners in March. A key finding to date was excellent reach to over 191,000 residents and communities.
- To support **Alcohol Awareness Week** which took place in November, Council staff in Public Health and Communications developed a communications campaign to encourage people to consider their relationship with alcohol and take the DrinkCoach alcohol test. This enables people to identify how risky their drinking is, receive tailored online feedback and take steps to reduce this risk through a range of measures including accessing free online sessions with a specialist DrinkCoach. A large increase in visits to the DrinkCoach website, completion of alcohol tests, and visits to the dedicated alcohol awareness week webpage at West Sussex Wellbeing was reported during this period.

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%	2018/19	2019/20	2020/21		2021/22 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 offered and promoted 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
		73.4%	74.2%	83.7%	↗			
5b Update of flu vaccine in 'at risk' groups Reporting Frequency: Annually	47.0%	2018/19	2019/20	2020/21		2021/22 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 offered and promoted 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
		49.1%	45.8%	56.7%	↗			
6 Healthy weight of 10-11 year olds Reporting Frequency: Annually	62.9%	2018/19	2019/20	2020/21		West Sussex is one of only 19 local authorities who met the criteria to have National Child Measurement Programme (NCMP) data published for the Year 6 cohort. (Local authority data was only published where more than 75% of children were measured compared with previous full measurement years). The data shows that there was a significant reduction in the prevalence of healthy weight for 10 to 11 year olds in England, the South East, and West Sussex by 5.6 percentage points, 4.2 percentage points, and 6.6 percentage points respectively, to 57.8% in England, 62.9% in the South East, and 63.2% in West Sussex in 2020/21. Despite this reduction in healthy weight, the prevalence in healthy weight in this cohort of children in West Sussex, remains significantly higher (better) than England. It is recognised that there are likely to be many confounding factors in additional weight gain, for example, the impact of the Covid-19 pandemic with a number of lockdowns, a reduction in children and young people undertaking physical activity, and changes in dietary intake.	The latest data provides a good basis for ongoing and developing obesity work for both Reception and Year 6 children for 2021/22. 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. The National Child Measurement Programme (NCMP) for Reception and Year 6 for 2021/22 is on track and will be completed later in the year	G
		70.4%	69.8%	63.2%	↘			
31 Healthy life expectancy for men Reporting Frequency: 3 Year Rolling Average	66 (2017/19 Baseline Data)	2016/17	2017/18	2018/19		The latest local authority level data available for healthy life expectancy for men and healthy life expectancy for women was published in May 2021 and relates to the period 2017-2019. An update, for the period 2018-2020, will be released later in 2022, and this includes the first year (2020) of the Covid-19 pandemic. It is important to note, however, that the impact of Covid-19 continues and there may be on-going, direct, and indirect, effects of the pandemic on health.	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: 3 Year Rolling Average	64.8 (2017/19 Baseline Data)	2016/17	2017/18	2018/19		The latest local authority level data available for healthy life expectancy for men and healthy life expectancy for women was published in May 2021 and relates to the period 2017-2019. An update, for the period 2018-2020, will be released later in 2022, and this includes the first year (2020) of the Covid-19 pandemic. It is important to note, however, that the impact of Covid-19 continues and there may be on-going, direct, and indirect, effects of the pandemic on health.	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: Annually	400	New Measure - No Data	New Measure - No Data	New Measure - No Data		Covid-19 restrictions during the pandemic have impacted on the provision of group exercise classes; they were paused for a significant period of time, and in the main, re-established at the beginning of Autumn 2021. Programmes run for approximately 6 months and thus, data for completers will be available in Q1 2022-23. A range of partners and providers deliver falls prevention programmes in West Sussex, and therefore data is combined from a range of areas. Due to this, the reporting frequency has been reviewed and revised to annual reporting.	Falls are a significant risk factor for reducing independence in older people. The Covid-19 pandemic is likely to have further increased this risk due to deconditioning taking place as a result of shielding for the Clinically Extremely Vulnerable (CEV) and other social distancing requirements. Reduction in activity levels can lead to loss of muscle strength and postural stability, which both increase falls risk. Work is currently taking place with NHS and district and borough partners to assess and review the current situation and actions to respond.	A

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>	£16.153m	Assumed funding from Covid-19 grant <i>(Covid-19 position is reported in Appendix 2)</i>	(£16.153m)	
Public Health and Wellbeing Portfolio - Total	£16.153m		(£16.153m)	£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 see fluctuations due to the impact of the Covid-19 pandemic. This is resulting in some underspending in areas of the service where expenditure is based on activity, such as NHS Health Check Programme and sexual health. It is recognised that reduced services may impact on some local population health outcomes, however on the whole, affected services are returning, enabling greater access for residents.
- 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. In line with grant requirements, any underspend utilised will be spent on public health; enabling the local authority to discharge its statutory public health functions.
- Within the portfolio, £16.2m of Contained Outbreak Management and Test and Trace expenditure is projected to be spent during 2021/22. These costs will be fully funded from ring-fenced Covid-19 grants which have been allocated by Government for these specific purposes.

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 (PHG). This comes about because £1.2m of opportunity was available within the Public Health budget, partly from uncommitted PHG and partly from cost reductions secured in spending areas like the Help at Home Contract. That has allowed £1.2m of

corporate overhead costs that support delivery of Public Health activities to be recharged against the PHG, so enabling delivery of the saving within the Support Services and Economic Development Portfolio. This £1.2m saving is reported as 'blue', since all of the actions necessary to achieve it have been completed'.

Capital Programme

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

Risk

9. 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 Summary.

Support Services and Economic Development Portfolio - Summary

Performance Summary

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

Digital Infrastructure

- Securing broadband coverage in more rural communities, which tend not to attract commercial investment, is a priority. The county continues to perform strongly at a national level by utilising the government's Gigabit Voucher Scheme to target communities with public funding based on demand for broadband services. In addition, West Sussex has run a successful 'top up' scheme to enable communities to claim extra value for their vouchers and has projects in the pipeline that will leverage an additional £6m of funding from the Department for Digital, Culture, Media and Sport (DCMS) into the county, meaning an extra 13,000 premises will benefit from gigabit-capable connectivity sooner than if left to the commercial market to invest.
- West Sussex was announced as 'lot 1' in phase two of central government's national procurement programme, Project Gigabit. Working with the Department for Digital, Culture, Media and Sport (DCMS) and suppliers within the county, we have gathered information about commercial investment plans over the next three years. We carried out an Open Market Review and are about to embark on a 'public review' which is the next step in the process to identifying the intervention area eligible for public funding of gigabit-capable digital infrastructure. DCMS plans to begin procurement for a supplier in West Sussex in May this year.
- Virgin Media O2 began building new network in the Steyning area as part of its pilot project to trial national Gigabit Broadband Vouchers. The pilot also represents a significant commercial investment by Virgin Media O2 in providing its services to an additional 4,000 premise.
- The team was successful in enabling a 'dig once' approach in the installation of fibre and ducting during two projects at Eastern Gateway, Crawley working with CBC and supplier, CityFibre.

Information Technology

- In order to ensure ongoing resilience of operations and enable traffic growth, IT Services successfully replaced core network hardware (including switches and firewalls).

Human Resources and Organisational Development

- The team successfully transitioned and implemented the new Occupational Health contract for WSCC and schools which commenced on the 1st October 2021.

- The number of new West Sussex County Council apprentices in 2021/22 has continued to increase. In September there were 78 new apprentices, however as at the end of December, this has risen to 93. The annual target set for the number of apprentices is 113.
- The organisations bi-annual 'Pulse Survey' took place in November. The survey generated a response rate of 35% with 1,692 employees taking part. This was a decrease in participation from the last survey in April 2021 which had a record response rate of 2,208. Overall, the survey reported 77% positive responses (the percentage of response which were 'strongly agree' or 'agree'), compared to 78% in April 2021. Details have been shared with all departments and work continues upon any areas of concern.

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
		Jun-21	Sep-21	Dec-21				
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%	67.6%	81.0%	86.8%	↗	Following the core induction period of the Member Induction Programme (May to July 2021), the ongoing member development programme 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 100%; Safeguarding 86%; Equalities 93%; IT Security and Data Protection 68%; Corporate Parenting 87%. 100% of members have been offered and/or participated in a Training Needs Analysis (TNA), providing them with the opportunity to explore their personal development requirements.	The Member Development Group is monitoring uptake of mandatory training and TNAs and has agreed future targets and measures for this KPI.	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 will be presented to the Council's Governance Committee on 7 February 2022 for endorsement. This will provide clarity and transparency regarding the Council's decision-making process.	Specific supporting guidance and training for officers on the Council's governance processes has been developed to complement the Code of Governance.	G
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" Reporting Frequency: Bi-Annually (November, May)	75.0%	Nov-20 73.0%	May-21 82.4%	Nov-21 81.2%	↘	Leadership: This measure the percentage of positive responses to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously" 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: A small decrease in positive responses to this question has been seen across the organisation since the previous Pulse Survey - 82% to 81%	<ul style="list-style-type: none"> Establishment of a Coaching Community of Practice Group Smarter Working - All teams should have had at least one team meeting on how they aim to work in the future, drawing on the learning from the past 18 months. Smarter Working - A series of webinars on Smarter Working and managing through Change have been rolled out to help prepare our managers for future challenges. Comms Plan to support the embedding 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. Continued Support for Managers & Leaders to undertake relevant professional qualifications (E.g. ILM - The Institute of Leadership & Management, Coaching Professional) via the apprenticeship programme Coaching pathway is now live on the L&D Gateway 	G
48 Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues" Reporting Frequency: Bi-Annually (November, May)	86.0%	New Measure - No Data	May-21 90.6%	Nov-21 89.2%	↘	This measure the percentage of positive responses to the question: "I am treated with dignity and respect by my work colleagues" Getting the best from our people - 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: A small decrease in positive responses to this question has been seen across the organisation since the previous Pulse Survey - 91% to 89%	<ul style="list-style-type: none"> Continued work with our Staff Networks to ensure everyone has a voice and promote continuous improvement of the employee experience. The HR People Framework has gone live which promotes teams to work towards empowering solutions to support and improve employee voice. Finalisation and communication of Dignity and Respect at work policy. Rollout of the Mental Health First Aider programme to ensure there are staff members that are trained to listen, provide support, information and to know what support is available for colleagues that need it. Establishment of Diversity Champions Seeking Transformational Funding to implement the Work Happy App as part of our offer in respect to employee wellbeing and Equality and Diversity. The App takes a coaching approach and would enable early resolution and self-help to staff to build skills and personal resilience. 	G
51 Percentage of digital services available from WSCC to support self-service Reporting Frequency: Quarterly	60.0%	Jun-21 65.0%	Sep-21 71.0%	Dec-21 64.0%	↘	Exceeding target of 60%.	No further actions currently required.	G

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

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure/ allocations to third parties (<i>Covid-19 position is reported in Appendix 2</i>)	£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 – reduction in legal costs, HR redesign, review of mileage, allowances and apprenticeship levy and a small element on communications redesign	£0.632m	In year underspending from homeworking/ change in service delivery – Member’s travel, expenses, refreshments and training during the pandemic restrictions	(£0.070m)	
		Underspending on the County Council elections in May 2021	(£0.100m)	
Support Services and Economic Development Portfolio - Total	£0.974m		(£0.512m)	£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

- The Support Services and Economic Development Portfolio is currently projecting a £0.462m overspend, an increase of £0.049m when compared to September.
- A saving target of £0.2m had been set in 2021/22 in relation to the reduction in legal costs required for child protection cases. This saving is now judged to be at significant risk due to the need to employ agency legal staff to clear the backlog of childcare cases in the courts, and to address the increasing workload within Legal Services. This saving is expected to be achieved in 2022/23 as the service reviews its current structure to reduce the reliance on locums and external resources.
- As a result of the Covid-19 pandemic restrictions in place during 2021/22, an estimated £0.070m of savings is projected following a reduction in Member’s travel, expenses and training this year.
- As the final expense claims are received following the County Council elections in May 2021, it is expected that the County Council Election budget will underspend by £0.1m this year.

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	December 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	B	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. This pressure has been addressed during the 2022/23 budget creation process.	N/A
		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
Reduction in legal costs required for child protection cases	200	200	R	External counsel fees have been used to clear the backlog of childcare cases in the courts created by the Covid-19 pandemic, which has made this saving undeliverable in this financial year.	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. Saving planned to be delivered in 2023/24.	N/A
		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	B		B
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

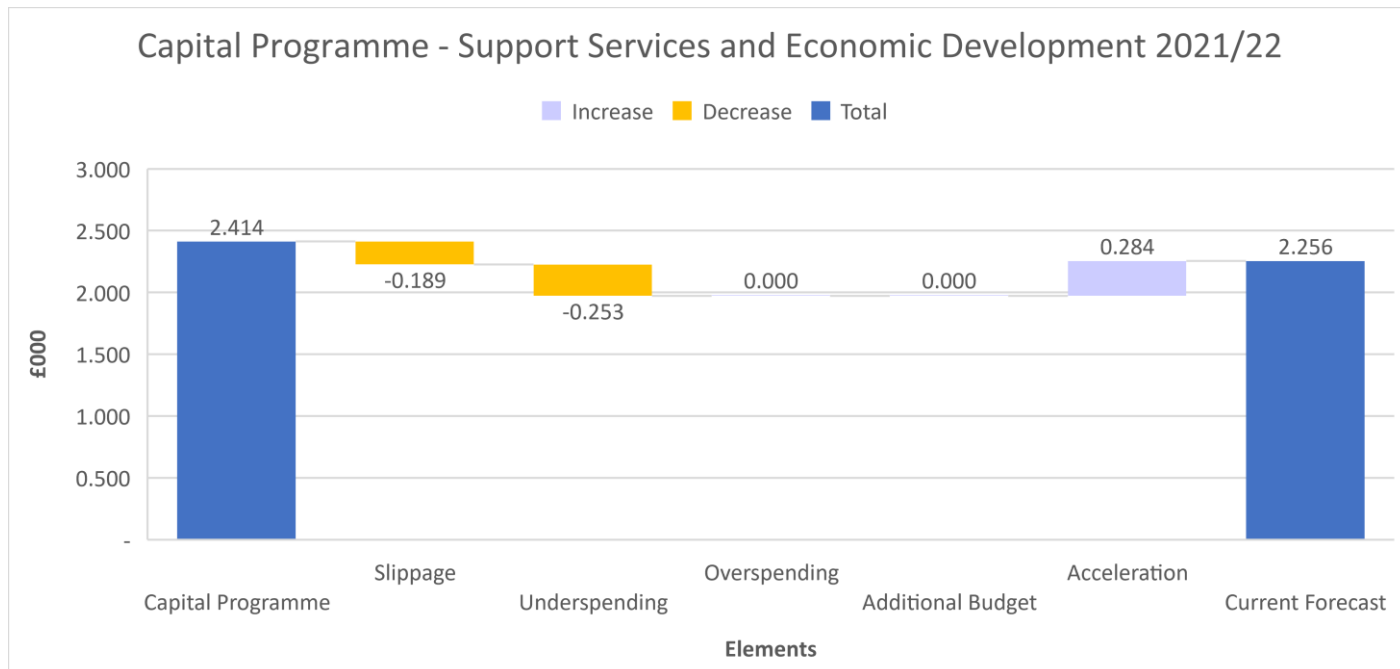
8. Following a review of the Capital Programme, a number of Economy projects have been reassigned to the Leader Portfolio from the Support Services and Economic Development Portfolio.

Performance Summary

9. There are three schemes within the portfolio. One of the schemes in delivery is rated green, indicating that the project is progressing as planned. Two of the schemes are funded from Pooled Business Rates and are reported directly to the West Sussex Council's Chief Executives' and Leaders Board.

Finance Summary

10. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £5.174m for 2021/22. £2.760m of expenditure, originally profiled to spend in 2021/22, was accelerated into 2020/21, revising the capital programme to £2.414m.
11. Since this time, the profiled spend has decreased overall by £0.158m, to give a current year end projection for 2021/22 of £2.256m. Of this increase, -£0.189m relates to slippage, -£0.253m relates to underspending within current projects and £0.284m relates to projects where funding has been accelerated from future years.



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
 Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2021/22 financial year capital programme forecast.

12. Details of movements of the financial profiling within the capital programme between October and December are as follows:

- **Slippage: -£0.189m. Movement since Q2 report: -£0.189m.**
 - **District and Borough Councils Gigabit Projects: -£0.189m.**
CityFibre need to reach 90% of connections before payment is due. The latest estimate is that this threshold will not be met until late 2022, therefore this funding has been reprofiled into future years.

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

Risk

14. 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
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

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

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
	£000	£000	£000	£000
Sources of Finance				
Precept	-509,476	-509,476	-382,107	0
Business Rates Retention Scheme	-79,257	-86,606	-50,068	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	-103	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	-1,768	0
Social Care Support Grant	-18,169	-18,169	-15,293	0
Total Financing	-624,833	-618,493	-465,881	0
	Approved budget ¹	Latest budget for year	Net spending to date	Projected outturn variation
	£000	£000	£000	£000
Analysis of Expenditure				
Portfolio Budgets				
Adults Services	209,543	209,063	126,487	0
Children and Young People	130,808	131,793	97,327	500
Community Support, Fire and Rescue	40,724	41,488	29,192	303
Environment and Climate Change	60,813	59,866	40,564	-2,365
Finance and Property	23,624	22,506	19,404	230
Highways and Transport	36,577	36,506	24,228	-980
Leader	2,590	2,569	1,931	-50
Learning and Skills	22,735	23,475	16,433	1,857
Public Health and Wellbeing	0	0	2,227	0
Support Services and Economic Development	40,332	40,353	34,994	462
Sub-total	567,746	567,619	392,787	-43
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	11,086	12,070	12,373	507
Capital Financing - Interest	17,848	19,198	14,531	95
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	-1,601	0
Care Leavers Council Tax Support	25	0	0	0
General Contingency	6,400	6,400	0	0
Pay Contingency	2,200	1,975	0	0
Transfers to/(from) Reserves - Business Rates Pilot	-1,900	-4,212	-4,212	0
Transfers to/(from) Reserves - Other	21,966	12,031	12,031	0
Sub-total	57,087	50,874	33,122	602
Total Net Expenditure	624,833	618,493	425,909	559
Total Forecast Variation - overspending				559

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

	£000
Memo: Contingency	
Original Budget (General & Pay Consolidated)	8,600
September PRR Decision: Funding allocation for the Fire & Rescue Service pay award	-225
Available Contingency	8,375
Potential Commitments	
Centenary House/ Durrington Bridge House	-700
Assumed 1.75% NJC Pay Award	-3,575
Available Contingency	4,100

Agenda Item 5

Appendix 1

Balances and Reserves	Balance at 31-Mar-21	Balance at 31-Dec-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	-1,200	0	
Budget Management	-54,417	-53,546	-53,724	693	£6.7m S31 Business Rates Grant, £2.4m early savings, £0.8m budget balancing, £0.6m other; Net of £11.2m increased Collection Fund deficits
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	-1,798	261	
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	-4,967	-898	£1.3m 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	-1,459	-23	
Insurance Reserve	-5,845	-5,845	-4,638	1,207	Forecast £1.2m costs to be met by reserve (following Sept-21 premium renewals and assuming £5m provision requirement for known claims)
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	-7,734	5,835	Estimated £5.8m 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	-2,164	-1,870	358	
Earmarked Reserves (Excluding Schools)	-191,468	-199,451	-182,150	9,318	
School Balances	-24,778	-24,613	-24,613	165	
Total Earmarked Reserves	-216,246	-224,064	-206,763	9,483	
General Fund	-20,286	-20,286	-20,286	0	
Capital Grants Unapplied	-55,031	-55,031	-9,405	45,626	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	-304,170	-236,454	59,898	

Covid-19 Summary - As At 31st December 2021

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. The presentation of this table has been updated to separate grants which are administered by the County Council to care providers on behalf of the Government which had previously been recorded within the Adults and Health Portfolio. All ringfenced grants and the Local Council Tax Support funding are assumed fully spent or committed in this presentation.

Table 1 – Covid-19 Summary

Portfolio	Projected Expenditure
Adults & Health	£12.533m
Children & Young People	£0.146m
Learning & Skills	£1.915m
Community Support, Fire & Rescue	£11.666m
Environment & Climate Change	£0.345m
Finance & Property	£0.842m
Highways & Transport	£1.414m
Public Health & Wellbeing	£16.153m
Support Services & Economic Development	£0.331m
Non-Portfolio	£11.407m
Total Portfolio Projected Expenditure	£56.752m
Adults & Health – Grants administered by the County Council on behalf of Government	£24.709m
Total Projected Expenditure	£81.461m
Income Allocations (including grants carried forward from 2020/21)	Allocation
<i>Grant</i> - Covid-19 central government non-ringfenced grant (including Local Council Tax Support and Omicron Support Grant)	(£30.255m)
<i>Grant</i> –Covid-19 specific grants including (Contained Outbreak Management Fund, Local Support Grant and others)	(£36.810m)
<i>Grant</i> –Covid-19 specific grants administered in accordance to Government requirements (including Infection Control and others)	(£24.709m)
<i>Other Income</i> – Covid-19 income estimated contribution from the Clinical Commissioning Group (CCG).	(£1.264m)
Total Projected Income	(£93.038m)
Committed 2022/23 Capital Contribution	£1.723m
Projected Remaining Grant as at 2021/22	(£9.854m)
Remaining Grant - Required for 2022/23	£9.854m

3. Although it is currently projected that there will be £9.9m of non-ringfenced grant unallocated in 2021/22; it is clear that the impact of the pandemic will continue into the 2022/23 financial year which will cause significant financial risk to the County Council. On-going supply and demand pressures within Adult Social Care are of particular concern as the pandemic continues to affect the social care market provision and rising cost of care.
4. To date, the County Council has been pragmatic in its approach to the use of the Covid-19 ringfenced grant funding available, with the Executive Leadership team playing a key governance role in determining how to distribute funding where there is local discretion over its use, which has enabled the projected remaining £9.9m non-ringfenced grant to be safeguarded to assist the challenges ahead.
5. A review of the current Covid-19 spend has enabled a forward assessment of the areas which may require the Covid-19 grant next year, including:
 - The continuation of the Community Hub which helps to support the most vulnerable residents in West Sussex.
 - Increase in the cost of care provision and the potential need for an extension of support to providers to help secure stability in the adult social care market.
 - Continuation of the additional staffing in Adult Services to meet the needs of customers during the pandemic.
 - Other costs associated with the pandemic including personal protective equipment (PPE) and additional cleaning of public buildings.
6. The Local Council Tax Support fund received in-year is assumed fully committed as this funding is being used to support council tax hardship schemes across the West Sussex district and boroughs.

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)

Key Decision	Description	Funding Source	Date	Key Decision Reference
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)
Winter Grant Scheme - Household Support Fund	Distribute funding from the Household Support Fund, working with partners	Specific grant allocation	07 th December 2021	CFFR02 (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.

Agenda Item 5

Appendix 2

Table 3 - Covid-19 Grant Funding Allocated to West Sussex County Council - as at 31st December 2021

Description	Brought Forward 2020/21 £m	2021/22 £m	TOTAL 2021/22 £m	Spending Plan
Non-Ringfenced Grant:				
Covid-19 Central Government Non-Ringfenced Grant	7.0	15.8	22.7	
Fire Contingency Fund	0.1	-	0.1	To meet additional pressures arising from the pandemic and help continue to deliver frontline services.
Local Council Tax Support	-	6.6	6.6	
Omicron Support Grant	-	0.8	0.8	
Total Non-Ringfenced Grant	7.0	23.2	30.2	
Specific/ Dedicated Grants (WSSC Expenditure):				
Contain Outbreak Management Fund	19.3	4.0	23.3	To help reduce the spread of coronavirus and support local public health.
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.
Workforce Recruitment and Retention Fund (Adult Social Care)	-	1.0	1.0	To support local authorities to address adult social care workforce capacity pressures in their geographical area through recruitment and retention activity this winter.
Additional Dedicated Home to School and College Transport	-	0.7	0.7	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	
Practical Support Framework	-	1.5	1.5	To support those in need with the cost of food, energy, water bills and other essentials.
Household Support Fund	-	4.9	4.9	To support vulnerable households to meet daily needs such as food, clothing and utilities.
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).
Emergency Active Travel Fund	0.5	-	0.5	Funding to Protect and Increase Travel Services. Phase 2 (Revenue - indicative allocation) installation of temporary cycle lane provision.
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.
Total Specific/ Dedicated Grant:	21.2	15.6	36.8	
Specific/ Dedicated Grants Administered in Accordance to Government Requirements:				
Infection Control/ Rapid Testing	-	11.7	11.7	To support adult social care providers to reduce the rate of Covid-19 within and between care settings through infection prevention and control practices.
Rapid Testing	-	7.2	7.2	To support adult social care providers to reduce the rate of Covid-19 by providing rapid testing to staff and visitors.
Workforce Recruitment and Retention Fund (Adult Social Care)	-	5.4	5.4	To support local authorities to address adult social care workforce capacity pressures in their geographical area through recruitment and retention activity this winter.
Care Staff Vaccination	-	0.4	0.4	
Total Specific/ Dedicated Grants Administered:	0.0	24.7	24.7	
Overall Total Portfolio Grants	28.2	63.5	91.7	
Capital Ringfenced Grants:				
Emergency Active Travel Fund - Phase 2	2.2	-	2.2	Capital Funding to protect and increase travel services.
Total Capital Ringfenced Grants	2.2	0.0	2.2	
Overall Total Grants	30.5	63.5	93.9	

Service Transformation- Q3 2021/22

At the start of the year, the balance on the Transformation Reserve stood at £13.6m. Of this remaining funding, £11.2m 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, Support Services Programme, Smarter Ways of Working Programme 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 programme is in its design phase which involves staff working in detailed workshops to determine the structure of Oracle Fusion. The design will then be configured and tested to ensure it meets expectations.

Alongside this, the data migration strategy is being finalised and activity will commence to test the transition.

After an extended review of the pre-design phase of the project and 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.

- Version 1 Solutions Limited are the council's Cloud Hosting provider and will migrate services to a cloud environment as well as the on-going management of the new (hybrid) environment.
- Dell Corporation Limited are our supplier for computing hardware.

Some transformation activity will continue as the new service settles 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.

Support Services Programme

Our support services contract, currently provided by Capita, concludes on the 30th September 2022. The main services included within the contract include Accounts Payable (OWTB), Payroll services and HR support to schools, Business Administration and the Customer Services Centre (CSC).

The Customer Services Centre currently provides support to 23 essential council services. It has been decided that two of the 23 CSC teams will move to the County Council to ensure complex contracts with vulnerable customers are held within direct control of the County Council. These services are confirmed as:

- Care Point 1 – Supporting Adults Services
- The Integrated Front Door – Supporting Children's Services and the Multi Agency Safeguarding Hub.

The remaining 21 CSC services will continue to be delivered via an outsourced model, with a planned tendering process due to commence imminently with a decision expected towards the end of spring 2022.

The majority of the remaining services will transfer back on or before the end of the contract. The timing of these transfers is currently being reviewed.

£1.2m of funding has been allocated from the Service Transformation Reserve to fund this programme of works. This budget will cover costs for additional resources required to deliver the projects including project managers, business change support, exit costs for capital and technical support.

Early Years Property Support Project

As part of the revised Early Help model in West Sussex, a number of one-off and temporary property services costs are expected. Expenditure of £0.397m associated with project management, property clearance and holding is estimated as the services transitions into its new operating model and work is undertaken to dispose or re-assign affected buildings.

Smarter Ways of Working Programme

The County Council is building on the learning and experienced gained from the pandemic to help shape the way we work in the future. The council has a large portfolio of property all across the county which are used for various purposes. Work is currently underway to look at future ways of working which will enable the County Council to:

- Reduce the workspace provided and maintained by the County Council with no impact to the provision, quality or standard of services.
- Provide good quality workspaces which staff can use in a flexible manner and better suits work and personal lives with no negative impact on well-being or productivity.
- The ability to better meet the needs of our customers.

The programme team have been running workshops with staff to enable experiences and ideas to be shared across the County Council.

A budget of £0.320m has been allocated to fund the initial scoping, planning and engagement of this programme of works.

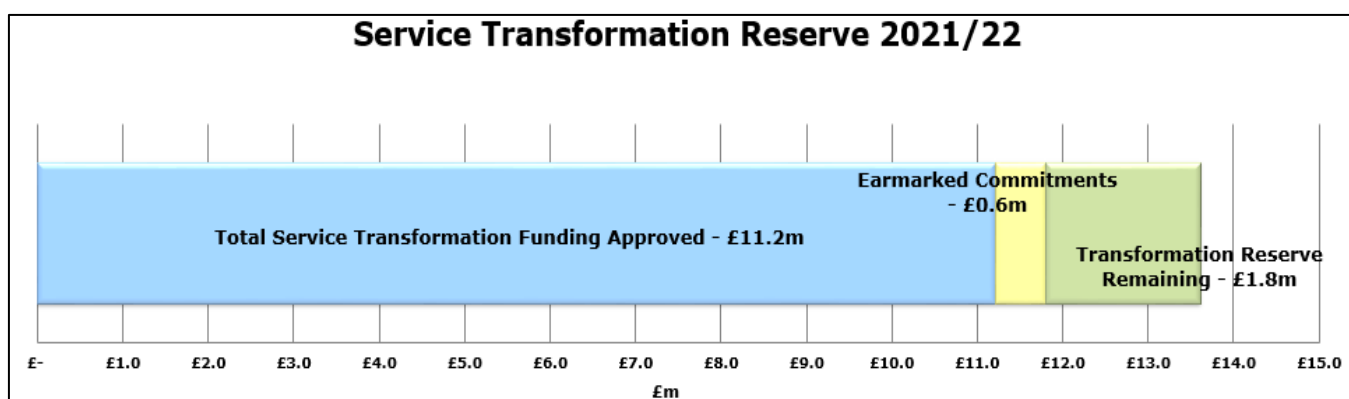
Future Projects – Earmarked Commitments

A number of new projects are currently being scrutinised through the Service Transformation Governance Process. Currently, £0.6m 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 £1.8m. Some of these projects will be funded by utilising the flexible capital receipts process, enabling more funds to be maintained in the service transformation fund for future transformational projects which are envisaged to improve the productivity of the council. The need for increasing the service transformation budget for projects will be considered as part of the on-going 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 December 2021	Final Project Spend Forecast
Smartcore Programme	£7,500,000	£2,526,224	£1,016,000	£7,500,000
Insource of Procurement and IT Services	£2,750,000	£473,667	£922,837	£2,750,000
Better Use of Technology – Children’s Services	£1,800,000	£0	£43,498	£1,800,000
Support Services Programme	£1,200,000	£0	£0	£1,200,000
Early Years Property Support Project	£397,000	£0	£22,578	£397,000
Smarter Ways of Working Programme	£320,000	£0	£39,000	£320,000
Temporary Expansion of IT Project Team	£668,000	£373,840	£152,821	£668,000
Community Hub – Worthing Library Relocation (<i>Project completed in 2021/22. Awaiting final account.</i>)	£150,000	£78,747	£22,639	£110,000
Behaviour Science – Cornerstone (<i>2021/22 Final year of project.</i>)	£135,250	£101,500	£0	£135,250

Graph 1 – Service Transformation Reserve Position



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

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
	2021/22 In-Flight Capital Programme (February County Council)	2021/22 Pipeline Capital Programme (February County Council)	2021/22 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2020/21	Total 2021/22 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	4,714	420	0	5,134	0
Children and Young People	60	940	1,000	417	1,417	357	1,517	0	1,874	457
Community Support, Fire and Rescue	2,845	800	3,645	71	3,716	2,226	2,504	0	4,730	1,014
Environment and Climate Change	3,613	1,000	4,613	685	5,298	1,653	3,110	0	4,763	(535)
Finance and Property	2,683	6,154	8,837	(2,171)	6,666	3,718	3,753	0	7,471	805
Highways and Transport	30,957	23,702	54,659	601	55,260	39,575	17,798	0	57,373	2,113
Leader	661	1,523	2,184	2,659	4,843	3,263	3,376	0	6,639	1,796
Learning and Skills	10,505	9,001	19,506	3,182	22,688	15,609	11,033	0	26,642	3,954
Support Services and Economic Development	4,674	500	5,174	(2,760)	2,414	1,009	1,247	0	2,256	(158)
Total Capital Programme	58,037	43,620	101,657	5,779	107,436	72,124	44,758	0	116,882	9,446

Summary of Position

Within the estimated £116.882m expenditure for 2021/22, there are 123 active projects which also includes numerous programmes of works such as Property/Schools and Highways Maintenance.

As at the of quarter three, there were movements to the value of £9.446m within the Capital Programme which can be analysed as follows:

- 21 projects (+£14.991m) have accelerated there in year estimate.
- 15 projects (+£7.105m) have received additional funding in year to the capital programme from either s106 or government grants.
- 3 projects (+£0.277m) have overspent in-year.
- 16 projects (-£12.147m) have slipped there in year estimate into future years.
- 7 projects (-£0.780m) have completed in year under budget.

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Corporate Risk Register Summary - December 2021

CR58

Current Score
25

Target Score
9

Initial Score
25

Risk Change
Unchanged


Risk Description

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.

Date Risk Raised

05/09/2018

Risk Owner

Executive Director of Adults and Health

Risk Strategy

Treat

Risk Control/Action

Target Date


Administration of central government funding to provide financial support to the sector.	ongoing
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	ongoing
Financial analysis of high risk provision - due diligence checks.	ongoing
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	ongoing
Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).	ongoing
Regular review of care homes business continuity arrangements to address government vaccination directive.	ongoing
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	ongoing

CR39a

Current Score
25

Target Score
16

Initial Score
20

Risk Change
Unchanged


Risk Description

Cyber threat is an evolving, persistent and increasingly complex risk to the ongoing operation of County Council. There is a risk of a successful cyber attack directly from external threats; or indirectly as a consequence of members or staff falling prey to social engineering or phishing attacks. The potential outcome may lead to significant service disruption and possible data loss.

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy

Treat


Risk Control/Action

Target Date

Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	ongoing
Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	ongoing
Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	ongoing
Provide capacity & capability to align with National Cyber-Security centre recommendations.	ongoing
Regular review, measurement and evaluation of corporate (technological/process) / organisational (behavioural) response to current and emerging cyber threats, where applicable to undertake pertinent actions to mitigate risks identified.	ongoing
Transition to a controlled framework for process and practice.	ongoing

Agenda Item 5
Appendix 5

CR72

Current Score	Target Score	Initial Score	Risk Change
16	8	20	Unchanged 

Risk Description


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.

Date Risk Raised
01/08/2021
Risk Owner
Executive Director of Children, Young People and Learning
Risk Strategy
Treat

Risk Control/Action	Target Date
Conduct an annual review and update of the placement sufficiency and commissioning strategy, in line with the market position statement.	ongoing
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.	01/03/2025
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.	ongoing

Agenda Item 5
Appendix 5

CR61

Current Score	Target Score	Initial Score	Risk Change
15	10	25	Unchanged 

Risk Description

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.

Date Risk Raised
01/06/2019
Risk Owner
Executive Director of Children, Young People and Learning
Risk Strategy
Treat

Risk Control/Action	Target Date
Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention.	ongoing
Provide proactive improvement support to services to assure effective safeguarding practices.	ongoing

CR68

Current Score	Target Score	Initial Score	Risk Change
15	10	25	Unchanged ➡

Risk Description

The government have relaxed COVID-19 restrictions, however there are still requirements for Local Authorities to support the management of the COVID-19 pandemic. If there is a resurgence in COVID-19 infections and 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.

Date Risk Raised	01/03/2020
Risk Owner	Chief Executive
Risk Strategy	Treat

Risk Control/Action	Target Date
Develop communications when required to manage expectations of staff and residents on WSCC response position.	ongoing
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).	ongoing
Review and update business continuity and service critical plans.	ongoing
Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.	ongoing
To continue to lobby government groups to influence funding decisions.	ongoing

CR69

Current Score	Target Score	Initial Score	Risk Change
15	10	25	Decreasing ⬇

Risk Description

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.

Date Risk Raised	01/03/2020
Risk Owner	Executive Director of Children, Young People and Learning
Risk Strategy	Treat

Risk Control/Action	Target Date
Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.	ongoing
Deliver Children First Improvement Plan.	ongoing
Implement the Children First Service transformation model	ongoing

CR60

Current Score	Target Score	Initial Score	Risk Change
15	10	20	Unchanged ➔

Risk Description

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.

Date Risk Raised	01/04/2019
Risk Owner	Chief Fire Officer
Risk Strategy	Treat

Risk Control/Action	Target Date
Ensure robust project and programme governance in place and monitor delivery.	ongoing

CR11

Current Score	Target Score	Initial Score	Risk Change
12	8	20	Unchanged ➔

Risk Description

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.

Date Risk Raised	01/03/2017
Risk Owner	Director of Human Resources & Org Dev
Risk Strategy	Treat

Risk Control/Action	Target Date
Development of comprehensive employee value proposition.	01/06/2022
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	ongoing
Produce Directorate Workforce Plans to identify skills, capacity and capability requirements.	01/04/2022

CR73 - DRAFT

Current Score
12

Target Score
8

Initial Score
25

Risk Change
Unchanged
➡

Risk Description

If there is a failure to adequately prioritise, finance and resource our efforts to deliver on WSCC Climate Change commitments (e.g. 2030 Carbon Neutrality), there is a risk that there will be insufficient capacity and capability to complete the necessary actions within the required timeframes. This will lead to prolonged variations in weather and adverse impacts on WSCC service provision.

Date Risk Raised

01/01/2022

Risk Owner

Chief Executive

Risk Strategy

Treat

Risk Control/Action

Target Date

Align pipeline of projects for existing and future funding opportunities	ongoing
Built into county-wide Business Planning and budgeting process	ongoing
Clear prioritisation of CC Strategy delivery within Our Council Plan	ongoing
Existing estate & infrastructure made climate change resilient & future developments designed to be as low carbon & climate change resilient	ongoing
Existing governance bodies (eg, but not limited to, ELT, CAB, Asset Hubs, Procurement Board) are held accountable for relevant areas of delivery by the Climate Change Board and WSCC democratic bodies	ongoing
Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery	ongoing
SMART programme of actions based on clear definitions and metrics	ongoing

CR22

Current Score
12

Target Score
12

Initial Score
16

Risk Change
Unchanged
➡

Risk Description

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.

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy


Tolerate

Risk Control/Action

Target Date

Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the PRR and MTFS as appropriate.	ongoing
Monitor the use of additional funds made available to improve service delivery.	ongoing
Pursue additional savings options to help close the budget gap.	ongoing

CR70

Current Score	Target Score	Initial Score	Risk Change
12	12	12	Unchanged 

Risk Description

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.

Date Risk Raised

01/08/2020

Risk Owner

Chief Executive

Risk Strategy


Tolerate

Risk Control/Action

Target Date

Continue to monitor service resource impact.	ongoing
Provision of support to services when required.	ongoing

CR39b

Current Score	Target Score	Initial Score	Risk Change
9	9	20	Unchanged 

Risk Description

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.

Date Risk Raised

01/03/2017

Risk Owner

Director of Law & Assurance

Risk Strategy


Tolerate

Risk Control/Action

Target Date

Adopt ISO27001 (Information Security Management) aligned process & practices.	ongoing
Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	ongoing
Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.	ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	ongoing
Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.	Timetabled
Test the effectiveness of DPIA	ongoing
Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.	ongoing

CR50

Current Score	Target Score	Initial Score	Risk Change
9	6	20	Unchanged 


Risk Description

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.

Date Risk Raised
01/03/2017
Risk Owner
Director of Human Resources & Org Dev
Risk Strategy
Treat

Risk Control/Action	Target Date
Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.	ongoing
Develop and introduce a more comprehensive risk profile approach and front line service based audits.	ongoing
Incorporate HS&W information into current performance dashboard.	ongoing
Purchase, develop and introduce an interactive online H&S service led audit tool.	ongoing
Regular engagement with other LA's on best practice and lessons learned.	ongoing

CR7

Current Score	Target Score	Initial Score	Risk Change
8	4	16	Unchanged 

Risk Description

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.

Date Risk Raised
01/03/2017
Risk Owner
Director of Law & Assurance
Risk Strategy
Treat

Risk Control/Action	Target Date
Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.	ongoing
Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	ongoing
Guidance to CLT on governance. Schedule and deliver associated training	01/01/2022
Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	ongoing

CR65

Current Score

6

Target Score

6

Initial Score

20

Risk Change
Unchanged



Risk Control/Action

Target Date

Risk Description

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.

Date Risk Raised

01/12/2019

Risk Owner

Chief Executive

Risk Strategy

Tolerate

Workforce Information – Q3 2021/22

Leadership and Management		Indicator 2021/22	Q3 2021/22	Q2 2021/22
Leadership Stability	Percentage of Senior Management positions filled by permanent WSCC employees (Excluding Vacancies)	95%	97%	97%
	Rolling 12-month turnover percentage for permanent positions at HAY Grade (or equivalent) and above	11%	11%	11%
Resourcing and Talent		Indicator 2021/22	Q3 2021/22	Q2 2021/22
Employed workforce <i>(Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners and partners)</i>	Total Employed Headcount <i>(total number of people employed over reporting period)</i>	Not Applicable	5,577	5,561
	Employed Headcount <i>(at the end of the reporting period)</i>	Not Applicable	5,398	5,399
	Employed FTE <i>(at the end of the reporting period)</i>	Not Applicable	4,828	4,803
	Number of new Apprentice starters since the start of Financial year (excluding Schools)	113	93	78
Agency (Matrix)	Total contract spend with Matrix	Not Applicable	£4,618,499	£4,429,317
	Agency (Matrix) % of Employed workforce	Not Applicable	7%	7%
Staff Turnover	Rolling 12-month turnover rate	Between 9% and 13%	12%	10%
Performance and Development		Indicator 2021/22	Q3 2021/22	Q2 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%	78% (Nov 2021 Survey)	80% (Apr 2021 Survey)
Learning and 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%	70% (Nov 2021 Survey)	72% (Apr 2021 Survey)
	Staff induction completion rate	90%	82%	90%

Wellbeing, Values and Ways of Working		Indicator 2021/22	Q3 2021/22	Q2 2021/22
Behaviours and Values	Percentage positive response to the Pulse Survey question: "I am treated with dignity and respect by my work colleagues"	86%	89% (Nov 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%	81% (Nov 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%	72% (Nov 2021 Survey)	73% (Apr 2021 Survey)
Level of sickness absence <i>(May retrospectively change due to late reporting of sickness)</i>	Rolling 12-month average number of calendar days lost due to sickness absence per FTE	15 Calendar Days p.a.	15.5	14.9
	Number of calendar days lost due to short term sickness absence (less than 21 calendar days)	Not Applicable	6,956	4,086
	Top reason for short term absence (less than 21 calendar days)	Not Applicable	Respiratory, Cough, Cold, Flu	Respiratory, Cough, Cold, Flu
	Number of calendar days lost due to long term sickness absence (more than 21 calendar days)	Not Applicable	14,388	16,191
	Top reason for long term absence (more than 21 calendar days)	Not Applicable	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health
Diversity and Inclusion		Indicator 2021/22	Q3 2021/22	Q2 2021/22
Employee Disclosure Rate	Disclosure rate for self-declaration of an employee's: disability; sexual orientation; race/ethnicity; religion	30%	17%	18%

RAG Rating Key:

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

Workforce Summary Narrative

1. Of the 12 KPIs with a RAG status indicator, nine are 'green' and are on track, two are 'amber' and are at risk and one is 'red' and at significant risk.
2. The 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.
3. The amber rated KPIs are:
 - a. 'Rolling 12-month average number of calendar days lost due to sickness absence per FTE'. The Q3 figure for this KPI is 15.5 calendar days, which is 0.5 calendar days above the indicator level of 15 calendar days per annum. This is a 0.6 calendar day increase on the Q2 figure. The increase is due to the spike in coronavirus related illness likely to be related to the spread of the Omicron variant, plus seasonal trends. Further details provided below.
 - b. 'Staff induction completion rate' which has fallen from 90% in Q2 to 82% in Q3. The indicator is 90%. This reduction is largely due to falls in the completion rate in Adults and Health (78% from 95% in Q2) and Children and Young People (78% from 93% in Q2).
4. The latest Pulse Survey was undertaken in November 2021. The survey generated a response rate of 35% with 1,692 employees taking part. This was a decrease in participation from the last survey in April 2021 which had a record response rate of 2,208. Overall, the survey reported 77% positive responses (the percentage of response which were 'strongly agree' or 'agree'), compared to 78% in April 2021. Details have been shared with all departments and work continues upon any areas of concern.
5. Five of the workforce KPIs are based on the Pulse Survey. Although all these KPIs have fallen by between 1-2 percentage points compared to the April 2021 survey, all of them remain above the indicator level.
6. The County Council's Employed Headcount is only one different from the Q2 reporting. However, the Finance and Support Services headcount has increased by 25 (+9.3%) which includes 31 employees joining the County Council following the insourcing of IT Service from Capita. The rest of the changes in Employed Headcount are spread across the other Directorates and are not concentrated in one area.
7. Rolling annual turnover has remained within the indicator range but it has increased to 12% (10% in Q2) and this is edging towards the upper range of the indicator. Rolling turnover for our two largest Directorates: Children, Young People and Learning; and Adults and Health, is 14.8% and 11.6% respectively (compared to 13.4% and 10.2% respectively last quarter).

8. As mentioned above, the rolling 12-month average number of calendar days sickness per FTE, which is our main indicator for sickness absence, has increased by 0.6 days and is now above the indicator level of 15 calendar days per annum. This increase is not unexpected as sickness absence in Q3 (and Q4) is traditionally higher than other quarters, but this quarter has also experienced the exceptional incidence of the Omicron variant of Covid-19. Like most organisations, the County Council has experienced higher than normal absence due to this disease with its high infection rate.
9. Short-term sickness is significantly higher in Q3 compared to Q2. This is related to the comments above with regards to Covid-19/Omicron as the disease, for most people, results in short-term absence (<21 days). In addition to Covid-19, there has been an increase in the number of calendar days lost to sickness absence attributed to Respiratory, Cough, Cold, Flu which is consistent with this quarter in previous years.
10. There has been no change in the top reason for both short-term and long-term sickness which remain as Respiratory, Cough, Cold, Flu; and Anxiety, Stress, Depression, Mental Health respectively. As mentioned in the report for Q2, Mental Health First Aiders are being trained and it is projected that 153 staff will have been trained as Mental Health First Aiders by the end of the financial year.

Report to Performance and Finance Scrutiny Committee

11 March 2022

Economy Plan Update

Report by Lee Harris, Executive Director for Place Services

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

- That work is underway to achieve the priorities of the Economy Plan 2020-2024
- That the Plan remains current and on-track to meet the needs of the Our Council Plan and to ensure that the priorities and targets of the County Council can be met
- That the County Council is working effectively to progress priority theme 4 `Enable Business Start-ups, Business Survival and Business Adaptation`, and priority theme 6 `Protect and Revive Tourism and the Visitor Economy` in partnership with the District and Borough Councils
- To identify any aspects of the Plan that Members feel require more in-depth scrutiny.

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

Proposal

1 Economy Plan background and progress

- 1.1 The Council adopted the Economy Reset Plan 2020-2024 in November 2020 in support of the Our Council Plan priority to ensure a sustainable and prosperous economy (CAB11_20/21). The Plan also links to the other Council priorities, keeping people safe from vulnerable situations (with a focus on the health and social care market) helping people and communities to fulfil their potential (with a focus on a skilled local workforce, high streets, and civic pride), and making the best use of resources (through strong partnerships). The Plan also reflects and contributes to the achievement of the cross-cutting climate change priority.
- 1.2 The Economy Reset Plan is now referred to as the Economy Plan 2020-2024, to be consistent with Our Council Plan. The Plan reflects where the Council is well placed to respond to the challenges facing the broader economy, and to contribute to economic prosperity. An [Economy Plan Summary](#) has been published to support the Council's communications on economy activities.
- 1.3 Work has progressed to achieve the priorities of the Economy Plan. The Plan is a corporate document, with the headline actions being delivered by a broad range of services including economic growth, growth & One Public Estate, digital infrastructure, education and skills, adults and health, and highways and transport. A performance framework ensures the Council can monitor progress and report on benefits. The key elements are:
 - Headline key performance indicators reported through the quarterly Performance and Resources Report (PRR) principally:
 - Enterprises supported to start, revive, innovate, and grow

- Premises able to access gigabit-capable connectivity
 - Number of growth deals in place with district and boroughs
 - Service business plans and associated key performance indicators
 - Scrutiny reviews of progress as part of its work programme.
- 1.4 In addition, contextual economic indicators on the state of the West Sussex economy are reported by the Council. Since June 2020 regular [Economy snapshot reports](#) have been available to Councillors and partners to track the state of the economy. This intelligence has helped to inform the approach to the Economy Plan's headline actions.
- 1.5 It was agreed the Economy Plan would be a `live` document as the impact of COVID-19 on West Sussex businesses, employers and the workforce evolved over time, and as new challenges and opportunities arose. The [Economy Plan headline actions](#) for each of the nine priority themes have been updated for 2022/23. The overall strategic approach, nine priority themes and objectives are unchanged.
- 1.6 Government published the Levelling-Up White Paper and the UK Shared Prosperity Fund: pre-launch guidance document on 2 February 2022. The Council will consider the implications and opportunities of the Levelling-Up White Paper, which will inform the extent to which a more comprehensive review of the Economy Plan is required.
- 1.7 The Performance and Finance Scrutiny Committee considered the Growth Deals with the Districts and Boroughs at its meeting in December 2021. These are key to achieving priority themes 1 `Protect and Revive Crawley and the Gatwick Diamond Economy`, and priority theme 2 `Protect and Revive the Coastal Towns`. At the request of the Committee, this report will provide a strategic overview of progress on two further priority themes: theme 4 `Enable Business Start-ups, Business Survival and Business Adaptation` and theme 6 `Protect and Revive Tourism and the Visitor Economy`. Work to address climate change is a key principle for each of the priority themes, in support of the Council's Climate Change strategy.

2 Theme 4: Enable Business Start-ups, Business Survival and Business Adaptation

Overview

- 2.1 Enabling business start-ups, business survival and business adaptation was prioritised in the Economy Plan in recognition of the considerable impact of COVID-19 on businesses across the county. It also reflected the Council's existing commitments on this theme.
- 2.2 In 2021 there were 43,100 businesses in West Sussex. Over 70% of businesses employ less than five people, and 85% of businesses employ less than 10 people. The exception to this is Crawley which has one of the highest percentages of larger businesses in the country (employing over 100).
- 2.3 The business landscape during the pandemic has been multi-faceted and continues to evolve. There have been a range of impacts on individual traders and businesses, with many dissolving or struggling to survive; businesses operating under `new normal` conditions; and some thriving as demand for

their products or services have increased. The picture has varied considerably between sectors.

- 2.4 The Government has provided a range of support packages for businesses impacted by the pandemic. By the end of 2021 West Sussex businesses had received over £264m in support grants administered by the West Sussex District and Borough Councils.
- 2.5 Many businesses have been articulating additional challenges over the past year including financial issues and cashflow, supply chain disruption and construction material inflation, skills and workforce gaps, transition to new exporting arrangements, and utility costs. The Council will seek to support these challenges where possible, although the Council's role in addressing these national and macroeconomic issues is somewhat limited.
- 2.6 The role of the Council through theme four of the Economy Plan is to work in partnership to help ensure start-ups and businesses have support to start, survive and grow. The Council focuses on collaborating with partners on communicating business support opportunities, and on working strategically to respond to gaps in provision. A range of other organisations have roles to play in providing support for businesses including the Coast to Capital Growth Hub funded by Government, the Chambers of Commerce and business associations, and the districts and boroughs.

Progress and achievements since adoption of the Economy Plan

- 2.7 The focus of work since the adoption of the Economy Plan has been on:
- Maximising opportunities from `in-flight` programmes where the Council plays a key role, and adapting plans where needed. These make up the `Enterprises supported to start, revive, innovate, and grow` headline key performance indicator with a target of 1500 enterprises benefitting in 21/22. The programmes are: The Track Creative Digital Hub in Bognor Regis, the SME Digital Support Programme, Experience West Sussex, Business Hothouse, RISE (Research in Sussex excellence), and LoCASE (Low Carbon Across the South and East) (see Appendix 1 for a summary of the initiatives, and the Performance and Resources Report)
 - Sign-posting to information on government and local support on the County Council's website and through the Council's communication channels
 - Working with partners to respond to gaps in support for businesses, including through a successful funding application to the Economic Recovery Fund (pooled business rates) to help small and medium sized businesses with their journey to net zero. The County Council is coordinating the programme on behalf of the West Sussex local authorities
 - Concluding the LEADER Programme, which has provided £2.89m of European funded grants to rural businesses and organisations between 2015-22.
- 2.8 In addition, there is a commitment through the Council's social value framework to ensure our procurement processes are accessible to local providers, to maximise the use of local suppliers in our supply chains, and to secure added economic, social, and environmental benefits for our residents.

Next steps

2.9 The Economy Plan sets out the Council's commitments to achieving priority theme 4, which are consistent with progress to date and the headline actions to March 2023 which will focus on:

- Signposting to information on government and local support on the County Council's website and through corporate channels
- Continuing to maximise opportunities from the `in-flight` programmes where the Council plays a key role
- Mobilising and delivering the `SME low carbon` programme from Spring, which will support businesses on their low carbon journey and help to meet the objectives of the Council's Climate Change Strategy
- Working strategically to consider and respond to any changes to the business support landscape arising from the Government's Levelling-Up White Paper and the role of Local Enterprise Partnerships
- Working strategically to seek benefits for West Sussex from the new funding landscape including from the introduction of the UK Shared Prosperity Fund.

3 Theme 6: Protect and Revive Tourism and the Visitor Economy

Overview

3.1 Protecting and reviving the visitor economy was prioritised in the Economy Plan in recognition of the considerable impact of COVID-19 on the sector, coastal and rural areas, and from the impact on Gatwick airport. It also reflected the Council's commitments to the Experience West Sussex Partnership.

3.2 The West Sussex visitor economy in 2019 contributed over £2.1bn to the economy from over 24 million visitors, servicing over 37,000 jobs. A data refresh in 2021 estimated a £1bn loss to the visitor economy in the county in 2020 and the loss of 10,000 jobs. The sector also has an important wider contribution than the immediate economic contribution, contributing to the overall prosperity of the county through the role it plays in attracting and retaining businesses, the workforce, and residents.

3.3 The Council's focus for the priority theme is to work in partnership through the Experience West Sussex Partnership (EWSP), and to progress pan-Sussex collaboration to help recovery and future growth. The following provides a strategic overview of these two areas of focus.

EWSP partnership arrangements

3.4 EWSP was established in 2018 to develop the West Sussex visitor economy, with a focus on growth and associated economic benefits for business and on West Sussex's positioning as a short break destination for key target markets. EWSP is a joint initiative between the County Council, the district and borough councils, and the Coastal West Sussex partnership (CWSP).

3.5 An EWSP Board oversees the strategic plan and annual action plan. It is made up of officers from the partner organisations and is Chaired by a District or Borough Council Chief Executive (currently the Adur & Worthing Councils' Chief Executive). A `sounding board` of businesses from the tourism community has been formed to provide a business voice to inform the work.

- 3.6 The EWSP is funded by the pooled business rates to March 2024 following the approval of funding applications by the West Sussex Leaders' Board. Progress reports are provided to the West Sussex Chief Executives' Group and the West Sussex Leaders' Board as appropriate.
- 3.7 The County Council acts as the EWSP host and performs the accountable body functions. It also ensures EWSP and the visitor economy benefit from relevant activities from the wider Economy Plan, ranging from business support to digital infrastructure development. The Experience West Sussex team made up of 1.6 full time equivalent (FTE) staff coordinates delivery.
- 3.8 An important role for EWSP is to work with and support local destinations. There are a range of local brands and / or organisational arrangements in the visitor economy `space` including the Great Sussex Way (supported by Chichester District Council), Sussex by the Sea (supported by Arun District Council), Time for Worthing (supported by Worthing Borough Council), and Experience Mid Sussex (supported by Mid Sussex District Council). EWSP works with local destination arrangements to progress shared priorities including insight, data and research, thematic marketing, and business support and networking. In addition, the EWS team generate industry leads and opportunities which are shared with local destinations as appropriate.

Progress and achievements since adoption of the Economy Plan

- 3.9 The focus of EWSP since the adoption of the Economy Plan has been on:
- supporting businesses in the sector hard hit by the pandemic e.g. through regular sector updates on support and grants, and through winter 2020 and 2021 #Shop Sussex campaigns
 - maximising marketing opportunities in line with Government COVID guidelines, which in 2021 reached over 5 million potential visitors mainly from London and South East catchment area; saw around a quarter of a million visitors to [Experience West Sussex](#) digital platforms; and delivered over 60,000 business leads direct to listed and featured businesses
 - Continuing to increase value through partnerships and collaborations including with the Gateway Gatwick Group of destinations around Gatwick airport; the South Downs National Park Authority (e.g. to promote the dark skies season); and water sports development with Coastal West Sussex.
 - Lobbying and advocating for the sector and the impact of the pandemic on the county with the Department for Culture, Media and Sport, Visit Britain and West Sussex MPs.
- 3.10 The County Council adds value to the achievement of the EWSP priorities. For example, there are regular features through corporate communication channels including the residents' e-newsletter, Facebook, and Twitter, and via press releases to the local media. The County Council also manages media enquiries related to the EWSP. In addition, a COMF (Contain Outbreak Management Fund) allocation has been used to promote public health messaging and businesses to residents and visitors.

Sussex-wide collaboration

- 3.11 The Sussex Tourism and Culture Recovery Group (STCRG) was established in September 2020 at the instigation of the Sussex Resilience Forum (SRF) to support one of the sectors hardest hit by the pandemic. West Sussex County

Agenda Item 6

Council, East Sussex County Council and Brighton & Hove City Council have been jointly coordinating the work to date. EWSP is a main partner.

- 3.12 The focus has been on supporting immediate business recovery where Sussex-wide economies of scale add value, and on exploring wider opportunities for the sector from Sussex-wide collaboration. Commissioned reports reveal the significance of the visitor economy to Sussex, with pre-COVID data revealing £5bn of economic impact and 74,000 FTE jobs – the same size as Iceland’s tourism economy and 2/3 that of Wales – and 62 million annual visitors. The reports also indicate clear opportunities for growth, as staying visitors account for only 11% of visits and 50% of spend, and overseas visitors account for 2% of visits and 19% of spend.
- 3.13 A key objective of the STCRG is to prepare for potential national and regional funds for the sector, with the indication from Visit Britain that initiatives across a relatively large geography are more likely to be successful. The Sussex-wide opportunity should add value to EWS’s ability to deliver on strategic priorities for West Sussex.

Next Steps

- 3.14 The Economy Plan sets out the Council’s commitments to achieving priority theme 6, which are consistent with progress to date and the headline actions to March 2023 which will focus on:
- Continuing to work in partnership through EWSP to prioritise destination and business resilience through marketing activities and business support
 - Advocating for the visitor economy in the county with sector leaders including the Department for Digital, Culture, Media & Sport, Visit Britain / Visit England and Tourism South-East
 - Working with Gatwick Airport to strategically consider the next phase of the Gateway Gatwick partnership to re-engage with international visitor promotion
 - Progressing the pan-Sussex approach to recovery and sector growth to maximise the Sussex opportunity and seek funding opportunities to support priorities
 - Working as part of the Experience West Sussex Partnership with the Districts and Boroughs to seek ways to build capacity to work on priorities identified by the Board, maintain private sector influence, and consider the future of the partnership post March 2024.

4 Consultation, engagement, and advice

- 4.1 Key partners and stakeholders were engaged on the draft Economy Plan and extensive feedback was received which was reflected in the final version. The Performance and Finance Scrutiny Committee considered the draft Economy Plan at its meeting in September 2020. The Committee provided feedback which was incorporated into the final adopted version.
- 4.2 Individual initiatives progressed as part of the Economy Plan are subject to governance processes including consultation with residents, external bodies and partner organisations, businesses, and councillors as appropriate. The report on the growth deals at the December 2021 Scrutiny Committee meeting provided examples of the approach.

4.3 Economy Plan priority themes 4 and 6 are both informed by on-going engagement and advice through the work of project steering groups and boards, direct feedback from businesses through surveys, webinars, and events, and from insight and evidence from industry and consultant reports.

5 Finance

5.1 The adoption of the Economy Plan had no additional cost implications to the County Council. The headline actions have been and will continue to be achieved within existing budgets and through external funding.

5.2 Economy Plan priority themes 4 and 6 are being progressed with support from a range of funding sources:

- Strategic Investment Fund / Economic Recovery Fund (pooled business rates) allocations for key business support initiatives (theme 4) and for Experience West Sussex (theme 6)
- European Regional Development Fund (ERDF) funding and other match funding for business support and innovation programmes (theme 4)
- Pooling of resources by West Sussex County Council, East Sussex County Council and Brighton & Hove City Council to kick start the Sussex-wide visitor economy work (theme 6)
- Existing County Council budgets.

5.3 The County Council’s budget contribution to Theme 4 is £1,222,000, out of a total budget of £15,904,000. £14,682,000 has been levered through match and grant funding.

5.4 The County Council’s budget contribution to Theme 6 is £171,000 out of a total budget of £1,314,000. £1,143,000 has been levered through match and grant funding.

5.5 A new landscape is emerging for public funding for economic development and growth, as we move away from European funding and Local Growth Funding from Local Enterprise Partnerships. The County Council will seek to benefit from external funding where the opportunity arises. With the Levelling-Up agenda, there may be limited public funds available to the West Sussex area and so creative approaches to funding priorities will be key.

6 Risk implications and mitigations

The main risks highlighted when the Economy Plan was adopted in 2020 are set out below, with an update on the mitigating action relevant to themes 4 and 6.

Risk	Mitigating Action (taken or planned)
<p>Uncertainty about the extent of the impact of the pandemic on the economy may delay or affect reset activities, risking the achievement of the intended benefits.</p>	<p>Economy snapshot reports have tracked the impact of the pandemic to inform actions. `Business as usual` activities were refreshed or changed as appropriate e.g. business support and events went on-line. A flexible approach has been adopted as far as possible, with activities designed to respond to the changing situation e.g. EWS has flexed marketing campaigns in line with government COVID guidance.</p>

Risk	Mitigating Action (taken or planned)
Uncertainty around the future trading relationship with the EU, and how this may impact on economic and business recovery.	Support for businesses around exiting the EU was and continues to be promoted. A range of advice has been provided for businesses by partner organisations and promoted by the Council.
Financial pressures resulting in a reduction in budget and resource to deliver the plan.	The plan is being delivered within existing Council budgets and through external funding.
Lack of support from partners to aspects of the plan.	The Plan focuses on where the Council is well placed to respond to the wider economic challenges and opportunities facing the county. The Council has established new or enhanced existing partnerships to aid the delivery of the Plan e.g. with local Universities, the C2C Growth Hub, and local authorities.

7 Policy alignment and compliance

7.1 The decision report adopting the Economy Plan set out the main implications for Council policy and its overarching legal responsibilities. The implementation of the Plan continues to align, support, and comply with policies.

7.2 The work of the Economy Plan supports Our Council Plan and has informed Council plans and strategies since its adoption, including:

- West Sussex Transport Plan
- West Sussex County Council Climate Change strategy
- West Sussex Digital Infrastructure plans

Lee Harris
Executive Director for Place Services

Contact Officer: Carolyn Carr, Principal Manager – Economic Growth 0330 222 3836 carolyn.carr@westsussex.gov.uk

Appendix 1 - Summary of the `Enterprises supported to start, revive, innovate, and grow` key performance indicator.

Background papers

None

Summary of the `Enterprises supported to start, revive, innovate, and grow` key performance indicator

The `Enterprises supported to start, revive, innovate, and grow` is made up of the number of enterprises benefitting from support through six Economy Plan initiatives as follows:

1. The Track Creative Digital Hub

- Measure: The Track Hub Membership
- Target for 21/22: 50
- The measure reflects the Key Performance Indicators (KPIs) in the contract the Council has with Town Square Spaces, who operate the collaborative workspace on behalf of the Council. Due to COVID restrictions The Track was delayed in fully opening to members until April 2021. The KPI is based on hub membership and includes all forms of membership that the operator will offer, including workspace memberships, virtual memberships, corporate memberships, and student memberships. The ambition behind the KPI is to support the establishment of a creative and digital business community in Bognor Regis and the wider area.

2. Small and Medium-sized Enterprises (SMEs) Digital Support Programme

- Measure: Enterprises supported through participation in the pilot Recover and Rise SME Digital Accelerator programme
- Target for 21/22: 300
- The measure is the number of enterprises to be supported through the pilot `Recover and Rise SME Digital Accelerator`. The programme provided 28 webinars delivered as four series, between September 2021 and January 2022 followed by promotions for on-line use. The programme's aim is to help remove barriers to digital adoption amongst West Sussex SMEs by providing practical information and advice and highlighting the business benefits of increased technology use in small businesses. The webinars have been delivered by small businesses and digital experts and include the opportunity to receive intensive support and mentoring from Coast to Capital Growth Hub Digital Champions. The Council is coordinating and managing the initiative, which is jointly funded by the West Sussex local authorities.

3. Experience West Sussex (EWS)

- Measure: businesses benefitting from Experience West Sussex (EWS) support
- Target for 21/22: 800
- The EWS tourism partnership provides a range of support to tourism and hospitality businesses in the county, including a dedicated tourism sector monthly Business to Business e-news, which offers opportunities to get

involved with marketing campaigns, funding opportunities, sector news, updates and links to useful courses, webinars and guides; a regular sector update aimed at business leaders and stakeholders, focusing on the strategic destination development issues; exposure through the EWS website and social media campaigns, generating thousands of business leads; and access to business toolkits, webinar listings, research, signposting and sector updates. EWS is jointly funded by the West Sussex local authorities, with the Council acting as the host authority and accountable body.

4. Business Hothouse (led and managed by the University of Chichester)

- Measure: enterprises receiving grants or non-financial support
- Target for 21/22: 100

- Business Hot House is providing the most extensive business support programme in the county for some time. The grants programme, Invest4, is one of the key workstreams of the programme and offers grants between £2,000 and £170,000 to eligible businesses. The non-financial support targeted at supporting business growth may include training, mentoring, or workshops. Businesses receive five to twelve hours support. The Council is a strategic partner and the West Sussex councils have together provided match funding. The programme has an allocation of more than £5m from the European Regional Development Fund.

5. RISE (Research and Innovation in Sussex Excellence) led by the University of Brighton

- Measure: Enterprises receiving innovation support
- Target for 21/22: 200

- The measure is made up of the number of enterprises benefitting from an increased understanding of innovation, through participating in the RISE programme's events and workshops. Over the lifetime of the project, at least 100 of these enterprises will receive 'deep dive' support from innovation specialists, and at least 20 will receive high intensity innovation support provided by the Universities of Brighton and Sussex. RISE is a unique programme that provides West Sussex SMEs enhanced access to innovation. The programme is a partnership between the Universities of Brighton and Sussex and West Sussex County Council (Strategic Partner). The Council has provided match funding and there is an allocation of £641,000 from the European Regional Development Fund.

6. LoCASE (Low Carbon Across the South and East)

- Measure: enterprises receiving grants or non-financial support.
- Target for 21/22: 50

- The measure is made up of enterprises receiving grants or non-financial support from the LoCASE programme, helping SMEs to adopt eco-innovative and low carbon solutions to improve business performance,

creating jobs and contributing to the protection of the environment. Support provided by delivery partners The Green Growth Platform at the University of Brighton includes grants of up to £10,000 for energy efficiency projects or work to enhance green business growth; 12 hours of support from consultancy with cleantech advisors and/or workshops; and Knowledge Transfer with research entities. The Council is a strategic partner and has provided match funding. There is an allocation of £1m from the European Regional Development Fund.

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Forward Plan of Key Decisions

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

The most important decisions will be taken by the Cabinet. Due to the continuing public health measures, there will be limited public access to the meeting. Admission is by ticket only, bookable in advance via: democratic.services@westsussex.gov.uk. 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.

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Finance and Property

Cabinet

Emergency Central Government Funding (Rolling Entry)	
<p>Due to the ongoing public health emergency the County Council has received a number of support packages from Central Government. As funds are received the Council needs to determine arrangements to distribute, allocate or make other preparations for the appropriate use of funds received.</p> <p>The relevant decision maker will be determined by the intended use of the allocated funds. The Council may be required to comply with a number of conditions set out in the terms of the grant which may mean decisions need to be taken quickly due to the need to provide timely financial support related to the Covid-19 pandemic. Members will be consulted or advised of planned decisions with as much notice as can be provided.</p>	
Decision by	- Cabinet
Date added	15 February 2021
Month	Before March 2022
Consultation/ Representations	Representations can be made to the officer contact.
Background Documents (via website)	None
Author	Tony Kershaw Tel: 033 022 22662
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Finance and Property, Cabinet, 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 & Property, or Cabinet will be recommended to approve the PRR and any items of financial and performance management within the PRR.</p>	
Decision by	Cllr Hunt - Cabinet Member for Finance and Property, Cabinet, Leader
Date added	1 April 2021
Month	Before March 2022
Consultation/ Representations	Representation can be made via the officer contact.
Background Documents	None

(via website)	
Author	Fiona Morris Tel: 033 022 23811
Contact	Natalie Jones-Punch Tel: 033 022 25098

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	12 January 2022
Month	Before 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

Director of Property and Assets

Procurement and Award of Contract-Littlehampton County Offices	
<p>Littlehampton County Offices is a three-storey property, owned by West Sussex County Council and shared with Sussex Police.</p> <p>At the time of the August 2021 Key Decision (FP03 21/22) to vacate Centenary House Durrington, options for replacement office space had been identified for County Council staff including for direct engagement with the public. Some of the capacity will be provided by a move to rented accommodation at Durrington Bridge House on a five-year lease. It is intended to provide the balance of the accommodation at Littlehampton County Offices, which will provide an enduring facility for the Council. A feasibility study has identified a solution that will cost £1.1m to refurbish the property, including making adaptations to reduce the carbon footprint of the building and improve accessibility.</p> <p>The Director of Property and Assets will be asked to approve the procurement and award of the refurbishment contract and associated expenditure.</p>	
Decision by	Andrew Edwards - Director of Property and Assets
Date added	23 November 2021

Month	March 2022
Consultation/ Representations	Local Member – Littlehampton Town / 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

Cabinet Member for Finance and Property

Reprocurement of the property project and programme Multi-disciplinary Consultancy Contract	
<p>Over the coming five years, the County Council will be continuing to deliver a high-quality built environment through the planned Capital Programme. An essential part of this programme is to ensure the continued skilled technical expertise necessary to develop and deliver the design proposals for the projects.</p> <p>The Cabinet Member for Finance and Property will be asked to approve the commencement of a procurement process to put in place a new Multi-Disciplinary Consultancy contract when the existing contract comes to an end in July 2023 and to delegate to the Executive Director Place Services the authority to award the contract. A further report will be published at that time.</p>	
Decision by	Cllr Hunt - Cabinet Member for Finance and Property
Date added	19 January 2022
Month	March 2022
Consultation/ Representations	Stakeholders/market suppliers Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Caroline Bridges Tel: 033 022 25691
Contact	Suzannah Hill Tel: 033 022 22551

Director of Property and Assets**Award of Framework Agreements for Construction Framework**

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.

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.

Decision by	Andrew Edwards - Director of Property and Assets
Date added	19 August 2021
Month	April 2022
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

Cabinet Member for Support Services and Economic Development

Endorsement Growth Programme funding: Littlehampton Public Realm Improvements, Terminus Road Phase

In August 2018 the Arun Growth Deal, identified Littlehampton Public Realm Improvements (LHPRI) in the town centre as a priority for the regeneration of the West Sussex coastal economy.

The LHPRI project is key to the economic regeneration of the Littlehampton coastal town centre, aligning with the Economic Reset Plan (2020-24) and 'Our Council Plan' (2021-25). The LHPRI scheme responds to the challenges posed by the COVID-19 pandemic and supports growth of the Littlehampton visitor economy and hospitality sector and promotes sustainable travel options and connectivity by upgrading the urban digital infrastructure. The County Council contribution is aligned to the recent Arun Levelling Up award.

The Terminus Road phase aims to create an attractive environment and accessible public space around Littlehampton station. The design will create a gateway for visitors, with enhance access points, upgrades to paving and clear crossing points. The aim is to promote sustainable modes of transport such as walking and cycling, support carbon reduction and community connectivity and wellbeing benefits.

The Cabinet Member for Support Services and Economic Development will be asked to approve the allocation of £1.253m from the remaining £5m agreed in February 2021 in the County Council budget for Growth Programme and to delegate to the Executive Director of Place Services, the delivery of the Littlehampton Public Realm Improvements Terminus Road Phase.

Decision by	Cllr Waight - Cabinet Member for Support Services and Economic Development
Date added	15 December 2021
Month	March 2022
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

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.</p>	
Decision by	- Director of Finance and Support Services
Date added	30 July 2021
Month	March 2022
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

Cabinet Member for Support Services and Economic Development

Procurement: Customer Service Function	
<p>In preparation of the expiry of the Support Services Outsource (SSO) contract in September 2022, the Council intends to reprocure a Customer Service function from 01 October 2022.</p> <p>The Cabinet Member for Support Services and Economic Development will be asked to endorse the procurement process and delegate authority to the Director of Communities to award a contract in due course. A further decision report will be published at that time.</p>	
Decision by	Cllr Waight - Cabinet Member for Support Services and Economic Development
Date added	13 January 2022
Month	March 2022
Consultation/ Representations	Market suppliers Representation can be made via the officer contact
Background Documents	None

(via website)	
Author	Julie Rendle-Eames Tel: 022 033 22234
Contact	Suzannah Hill Tel: 022 033 22551

Cabinet Member for Support Services and Economic Development

Endorsement preparation of Preliminary Design Bognor Regis Esplanade Public Realm Improvements

The Arun Growth Deal is a joint commitment between Arun District Council (ADC) and West Sussex County Council (WSCC) to focus partnership resource and investment on economic growth priorities, including the redevelopment of the Bognor Regis seafront, comprising of the Regis Centre site and the surrounding public realm improvement projects at Place St Maur and the Esplanade.

The enhancement of the Esplanade supports the economic recovery of the coastal town, aligned with the Key Themes in the Economic Reset Plan (2020-24) and 'Our Council Plan' (2021-25). The scheme will help to address the challenges posed by the COVID-19 pandemic by promoting the visitor economy of the coastal town and will provide opportunities for the hospitality and events sector. Businesses, tourists, and residents will benefit from accessible community spaces and sustainable travel routes between the station, the town centre and the seafront.

It is proposed that the County Council, in partnership with Arun District Council, takes forward the design of Bognor Regis Esplanade Public Realm Improvements that received positive feedback from an ADC public engagement exercise in February 2021.

The Cabinet Member will be asked to endorse the preparation of designs for the scheme. A further report will be published in due course concerning approval of the designed scheme and its funding.

Decision by	Cllr Waight - Cabinet Member for Support Services and Economic Development
Date added	15 February 2022
Month	March 2022
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

Assistant Chief Executive

Procurement of an External Print Management Service

In 2012, the Council entered into a 10-year outsourcing contract with Capita Plc to deliver a range of back-office support functions which is known as the 'Support Services Outsource' (SSO) contract. The outsourcing contract is due to expire at the end of September 2022.

One service within the Capita contract is print management.

The printing spend across West Sussex County Council has reduced from approximately £450,000 per annum five years ago to approximately £200,000 per annum now. These savings within the print management service budget are the result of a planned digital first approach designed to drive down print costs and support the Council's sustainability commitments.

However, an ongoing requirement remains for printed materials issued for and on behalf of West Sussex County Council. Printed assets are produced across all directorates to meet various service needs and to reach audiences without digital access. Printed assets are used for a range of statutory and information sharing purposes, including signage, on site posters, printed consultation surveys for residents without online access and translated hand out materials.

The current print management service operates as a neutral vendor model. It uses an online portal (Solprint XN) where the Council uploads details for print jobs and is then provided with a best value quote based on the criteria specified. The process is overseen for the organisation as a function of the Council's Graphic Design team which sits within the Communications & Engagement team. The Graphic Design team supports directorates and services to access effective and efficient print options to support corporate aims and achieve best value for money.

The Council intends to continue to procure an external service from October 2022 under the same model, to ensure quality and value for money.

The procurement recommendation is for a new contract with an initial term of 5 years plus options to extend for periods up to a further 2 years, allowing for a maximum contract term of 7 years. The total estimated cost for a 5-year contract is £1.20m. This assumes that a new supplier works in the same way, i.e. providing a fully managed service, carrying an element of the risk and managing the production, delivery, quality and the suppliers on the Council's behalf. This also assumes a similar level of printing to the last 2 years (averaged at £200,000/year) and a similar annual management fee (currently £40,000/year). A further decision to award a contract will be published in due course.

Decision by	Sarah Sturrock - Assistant Chief Executive
Date added	28 February 2022
Month	March 2022
Consultation/ Representations	Cabinet Member for Support Services and Economic Development. Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Alix Macfarlane Tel: 033 022 25967

Contact	Suzannah Hill Tel: 033 022 22551
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Cabinet Member for Support Services and Economic Development

Procurement of Data Archiving Solution for SAP	
<p>In preparation for decommissioning of the SAP Enterprise Resource Planning System (when replaced with Oracle Fusion via the SmartCore programme), the Council intends to procure a data archive solution to retain historic Finance, Human Resources and Procurement records in line with data retention obligations.</p> <p>The Cabinet Member for Support Services and Economic Development will be asked to endorse the procurement process and delegate authority to the Director of Finance & Support Services to award the decision in due course. A further decision report will be published at that time.</p>	
Decision by	Cllr Waight - Cabinet Member for Support Services and Economic Development
Date added	15 February 2022
Month	April 2022
Consultation/ Representations	<p>Small and Medium Enterprises within the Business, Market suppliers.</p> <p>Representation can be made via the officer contact.</p>
Background Documents (via website)	None
Author	Stewart Laird Tel: 033022 25310
Contact	Suzannah Hill Tel: 033 022 22551

Performance and Finance Scrutiny Committee Work Programme
January 2022 - September 2022

Topic	Corporate or Service priority	Performance, outcome or budget	Timing
<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	<p>Qtr3 March 2022</p> <p>End of Year 13 July 2022 (new meeting date)</p>
<p>Economy Plan Update</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> <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>	Corporate	Outcome	March 2022
<p>Customer Service Function</p> <p>Committee's BPG agreed to review the procurement in relation to a Customer Service Function. The focus for scrutiny agreed is:-</p> <ul style="list-style-type: none"> • That the outcome of the procurement meets the objectives of the Council Plan to ensure priorities and targets of the 	Corporate	Performance and Outcome	March 2022

Topic	Corporate or Service priority	Performance, outcome or budget	Timing
<p>County Council can be met, specifically around KPI51: percentage of digital services available from WSCC to support self-service.</p> <ul style="list-style-type: none"> • That the service being procured will provide the Council and its members with real insight into the needs of residents and their interaction with the Council • That the outcome of the plans for management of the service and the chosen provider enable the Council to manage and monitor performance of this critical customer-facing service • That plans are in place to manage the implementation and transfer to ensure service continuity and value for money. 			
<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	June 2022 (postponed)
<p>People Framework</p> <p>Scrutiny of progress made in meeting the aims and objectives included within the People Framework. As requested at committee in November 2021.</p>	Corporate	Performance	June 2022
<p>Scrutiny Annual Report</p> <p>PFSC to review the Scrutiny Annual Report which will summarise the main outcomes of scrutiny, best practice, lessons learnt and any development issues identified during 2021/22.</p> <p>To feed into the Annual Report the BPG agreed to hold a short, virtual informal session on 17 March for Members to comment on what has worked well in 2021/22, what has not worked so well and</p>	Corporate	Performance	<p>June 2022</p> <p>March 2022</p>

Topic	Corporate or Service priority	Performance, outcome or budget	Timing
to identify any training/development issues.			
<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	September 2022
<p>TFG Capital Programme</p> <p>BPG agreed a TFG reviewing the Capital Programme - proposed to look at how Programme links to Council priorities, how the Programme is managed/monitored and how slippage is managed. Agreed that the focus would be re-visited after the January meeting of PFSC where the updated Capital Programme would be presented.</p>	Corporate	Performance, outcome and budget	June/Sept 2022
Business Planning Group			
<p>Property Developments</p> <p>Horsham Enterprise Park and Broadbridge Heath Retail scheme to be scrutinised at an appropriate time in the developments.</p>	Service	Outcome	TBC
<p>Smartcore Project (SAP Replacement)</p> <p>BPG to continue to monitor the progress of the project with a view to formally scrutinising the project and implementation of new system in Autumn 2022.</p>	Corporate	Outcome	TBC, provisionally Sept 2022
TFG proposed to review arrangements in relation to	Corporate	Outcome	TBC

Topic	Corporate or Service priority	Performance, outcome or budget	Timing
<p>commissioning/procurement/contract management.</p> <p>BPG to consider outcomes required. Potential timescale of March 2023.</p>			

Appendix A - Checklist

Scrutiny Business Planning Checklist

1. Priorities - Is the topic

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

2. What is being scrutinised and Why?

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

3. When and how to scrutinise?

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

4. Is the work programme focused and achievable?

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

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