

Public Document Pack

Becky Shaw
Chief Executive

If calling please ask for:

Natalie Jones-Punch on 033 022 25098
Email: natalie.jones-punch@westsussex.gov.uk

www.westsussex.gov.uk

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



12 July 2022

Cabinet

A meeting of the Cabinet will be held at **10.30 am** on **Wednesday, 20 July 2022** at **County Hall, Chichester, PO19 1RQ**.

Becky Shaw
Chief Executive

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

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

Agenda

- | | | |
|----------|----|--|
| 10.30 am | 1. | <p>Declarations of Interest</p> <p>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.</p> |
| 10.35 am | 2. | <p>Minutes (Pages 5 - 8)</p> <p>Cabinet Members are asked to agree the minutes of the meeting held on 17 May 2022 (cream paper).</p> |
| 10.40 am | 3. | <p>Urgent Matters</p> <p>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.</p> |
| 10.45 am | 4. | <p>Performance and Resources Report - Quarter 4 2021/22 (CAB02_22/23) (Pages 9 - 152)</p> <p>Report by the Chief Executive and Director of Finance and Support Services.</p> <p>Each of the Scrutiny Committee Chairman will be invited to speak for up to three minutes to provide the views of their</p> |

Committee on respective parts of the Quarter 4 Performance and Resources Report.

Each of the main Minority Group Leaders will be invited to speak for up to three minutes on the Quarter 4 Performance and Resources Report.

The Cabinet will then discuss the report prior to taking any decision.

11.15 am 5. **West Sussex Fire and Rescue Service Statement of Assurance 2021- 22 (CAB03_22/23)** (Pages 153 - 200)

Report by the Chief Fire Officer.

The Chairman of the Fire and Rescue Services Scrutiny Committee will be invited to speak for up to three minutes to provide the views of their Committee on the Fire and Rescue Service Statement of Assurance.

Each of the main Minority Group Leaders will be invited to speak for up to three minutes each on the Fire and Rescue Service Statement of Assurance.

The Cabinet will then discuss the report prior to taking any decision.

11.45 am 6. **Response to Fire Reform White Paper 2022 Consultation** (Pages 201 - 212)

Report by the Director of Law and Assurance.

The Chairman of the Fire and Rescue Services Scrutiny Committee will be invited to speak for up to three minutes to provide the views of their Committee on the response to the Fire Reform White Paper consultation.

Each of the main Minority Group Leaders will be invited to speak for up to three minutes each on the response to the Fire Reform White Paper consultation.

The Cabinet will then discuss the report and the proposed consultation response.

12.15 pm 7. **Emerging Issues**

Cabinet Members are invited to provide any verbal updates on current significant issues for their respective portfolios which may benefit from discussion.

12.30 pm 8. **Date of Next Meeting**

The next meeting of the Cabinet will be held on 13 September 2022.

To all members of the Cabinet

Webcasting

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

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

This page is intentionally left blank

Cabinet

17 May 2022 – At a meeting of the Cabinet held at 10.30 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Marshall (Chairman)

Cllr Crow, Cllr J Dennis, Cllr Hunt, Cllr A Jupp, Cllr N Jupp, Cllr Lanzer, Cllr Russell, Cllr Urquhart and Cllr Waight.

Also in attendance: Cllr Baxter, Cllr Lord (virtually) and Cllr Wall.

Part I

1. Declarations of Interest

- 1.1 No declarations of interest were made.

2. Minutes

- 2.1 Resolved – that the minutes of the meeting held on 15 March 2022 be approved as a correct record and that they be signed by the Chairman.

3. Report of Urgent Action

- 3.1 Resolved – that the Cabinet note the appointment of Cllr Noel Atkins to the Littlehampton Harbour Board for the remainder of the Council term (May 2025) by Urgent Action decision under Standing Order 3.45.

4. Health and Care Act: Proposals for Integrated Care System arrangements (CAB01_22/23)

- 4.1 Cabinet considered a report by the Director of Adults and Health. The report was introduced by Cllr Bob Lanzer, Cabinet Member for Public Health and Wellbeing who outlined the provisions of the Health and Care Act 2022 and the implications for the governance of NHS and social care partnership arrangements. He said the Act reinforces opportunities for the NHS and councils across Sussex (East, West and Brighton and Hove) to work together. The integration provisions comprise an Integrated Care Board (ICB) with local authority representation and a Sussex Health and Care Assembly with Chairs of the Health and Wellbeing Boards. For West Sussex this will be the Cabinet Member for Public Health and Wellbeing.
- 4.2 Cllr Garry Wall, Chairman of the Health and Adult Social Care Scrutiny Committee welcomed the opportunities for closer planning and improved partnership working. He said the needs of residents should remain front and centre and continue to be underpinned by the corporate council plan. The partnerships would need to provide value for money. The Committee noted changes may be required to its terms of reference and the proposed operational arrangements

at Board level. The Committee supported and welcomed the proposals.

- 4.3 Cllr Kirsty Lord, Leader of the Liberal Democrat Group welcomed the representation of the 3 local authorities and that of public health but said that assurance was needed that differing needs across rural parts of Sussex were adequately represented to ensure place-based issues were not lost under the ICB. Cllr Lord had concerns about the financials of the new arrangements alongside existing pressures on services and said that the adult social care element of council tax did not cover the costs.
- 4.4 Cllr Caroline Baxter, Leader of the Labour Group broadly supported the proposed changes to governance and welcomed the collaborative aspirations. She said it was a challenging time for local authorities and for health and social care services and that the Act did not address some key issues, such as staff shortages and lack of funding and was concerned about the increased powers of the Secretary of State. Cllr Baxter asked to see scrutiny of contract awards to private providers and an all-member briefing on the process.
- 4.5 The following points were made by Cabinet Members in discussion:
- Cllr Jacquie Russell, Cabinet Member for Children and Young People advised there would be representation to meet the needs of children through these new arrangements, and highlighted the close working relationship of the three Directors of Children's Services across Sussex which would continue through the ICB.
 - Cllr Amanda Jupp, Cabinet Member for Adults Services welcomed the report and recommendations and said that partnerships had improved and strengthened since the discussions about new governance arrangements began.
 - Cllr Paul Marshall, Leader of the Council advised the Health and Care Act set the context to strengthen the position around place based needs. The council would retain its sovereignty and the ICB should better reflect the local place. The Leader highlighted the duty to collaborate with the new arrangements and the opportunities to influence health provision across Sussex in terms of population need.
- 4.6 Cllr Lanzer appreciated the broad support on a cross-party basis and advised any changes to terms of reference would be communicated to members prior to implementation. He advised the paper did not include the emerging complexities of adult social care reform but was confident that officers and Cabinet colleagues would look strategically at the whole piece, including the diversity of the West Sussex landscape. He said the report did not identify any risks and was confident in the appointments to the ICB. He summarised that a pragmatic approach to funding, resources skillsets and capabilities was needed in the public sector for the ICB to be

effective, and that there was no reason to exclude the private sector if it could make a positive contribution to the Integrated Care System. The Director of Adults and Health advised there would be challenges across the whole piece, but the report dealt with governance arrangements and core planning processes. He added that member engagement was scheduled for the Autumn.

4.7 Resolved – that Cabinet:

1. Approve the appointment to the Sussex Health and Care Assembly of the Cabinet Member for Public Health and Wellbeing as the County Council's representative for the remainder of the County Council term to May 2025 and the addition of the Assembly to the list of outside bodies.
2. Approve the proposals for appointments to the NHS Sussex Integrated Care Board set out in paragraph 2.1.
3. Agree that the detail of governance arrangements for the Assembly and the Board be settled by the Director of Law and Assurance in liaison with the other local authorities and NHS agencies involved together with any consequential changes from the legislation referred to in the report that may be needed to the constitution and terms of reference of the Health and Adults Social Care Scrutiny Committee and the Health and Wellbeing Board.

5. Date of Next Meeting

- 5.1 The next meeting of the Cabinet will be held on 21 June 2022 (note this planned meeting subsequently cancelled).

The meeting ended at 11.11 am

Chairman

This page is intentionally left blank

Key decision: Yes
Unrestricted
Ref: CAB02 22/23

Report to Cabinet

July 2022

Performance and Resources Report – Q4 2021/22

Report by the Chief Executive and Director of Finance and Support Services

Electoral division(s): All

Summary

The Performance and Resources Report (PRR) provides an overview of performance across the County Council for the fourth quarter of 2021/22. The report in **Annex B** 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 and overarching theme set out in Our Council Plan.

Our **Performance** is measured against Our Council Plan. We have 53 measures, of which, 40 have year-end results available. The remaining 13 measures (mostly annual measures) will not have updates until later in 2022, therefore their RAG status relates to the latest results available. Of those 40 measures with 2021/22 results:

- 70% (28 of 40) - met or exceeded their target (Green),
- 10% (4 of 40) – close to meeting their target (Amber),
- 20% (8 of 40) – did not meet their target (Red).

Of the 13 KPI measures that do not have data updates for this year, we forecast four of them will meet their target (Green) and nine will be close to their target (Amber).

Our **key performance indicators** are regularly reviewed to ensure the targets and measures set within Our Council Plan are robust and fit for purpose. A recent review has led to two proposed changes, detailed in **Annex C**. It is requested that Cabinet agree the updated measures which will take effect from 1st April 2022.

In February, the 2021/22 National Joint Council (NJC) **pay award** dispute concluded with a 1.75% pay increase being agreed. It is proposed that £3.406m of Contingency Budget is drawn to fund the pay award.

The **provisional revenue outturn position** for 2021/22 is an underspend of £5.566m consisting of:

- £0.597m underspending within Portfolio and Non-Portfolio Budgets (excluding Contingency)
- £4.969m of unused Contingency Budget. This balance assumes a Decision to transfer £3.406m to Portfolio's is actioned to fund the 2021/22 staff pay award.

It is proposed that the £5.566m underspend is allocated to reserves as follows:

- £0.597m to the Service Transformation Reserve.
- £4.969m to an Inflation Contingency Reserve,

In relation to the additional expense caused by the **Covid-19 pandemic**, the County Council has been able to cover the additional cost from in-year Government grant allocations.

Recommendations

1. Cabinet are requested to consider the Q4 Performance and Resources Report including:
 - Consideration of the 2021/22 Our Council Plan- performance indicators, risk register summary and workforce key performance indicators.
 - The continued impact the Covid-19 emergency situation has on the Council's performance and financial resilience.
 - The impact of increasing inflationary pressures and the general downbeat economic forecast over the short-to-medium term.
 - Review the effectiveness of measures taken to manage the Council's financial position and any non-delivery of identified savings.
 2. Agrees the allocation of £3.406m from Contingency Budgets to fund the 2021/22 staffing pay award as set out in paragraph 2.1.
 3. Agrees the allocation of the unused £4.969m Contingency Budget and £0.597m revenue underspend as set out in paragraph 2.2.
 4. Agrees the proposed changes to the Key Performance Indicator measures detailed in **Annex C**.
 5. Consider any specific areas for action following Scrutiny Committee feedback.
-

Proposal

1 Background and context

- 1.1 The attached Performance and Resources Report (PRR) provides an overview of performance across West Sussex County Council during the fourth quarter of 2021/22; bringing together information on performance, finance, workforce and risk management, all of which are reported on an outturn forecast basis.
- 1.2 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*.
- 1.3 Of the 53 measures currently reported, only 40 have year-end results available. The remaining 13 measures (mostly annual measures) will not have updates

until later in 2022 and their RAG status relates to the latest results available. Of those 40 measures with 2021-22 results the break-down is as follows:

- 70% (28 of 40) - met or exceeded their target (Green),
- 10% (4 of 40) - close to meeting their target (Amber),
- 20% (8 of 40) - did not meet their target (Red).

- 1.4 Of the 13 measures that do not have data updates for this year, we forecast four of them will meet their target (Green) and nine will be close to their target (Amber).
- 1.5 The provisional revenue outturn position for 2021/22 is £625.673m, an underspend of £5.566m. This consists of £4.969m of unused Contingency and £0.597m net underspend generated from in-year homeworking and change in service delivery savings.
- 1.6 The General Contingency concluded the year with £4.969m of budget unallocated. This balance assumes a Decision to transfer £3.406m of funding from Contingency to Portfolio budgets is agreed following the settlement of the 2021/22 pay award of 1.75% for NJC, HAY, SMG and Soulbury staff in February. It is requested that the £1.975m within the Pay Contingency is applied first, with a further £1.431m drawn from the General Contingency to cover the full requirement. Table 1 demonstrates the effect of these transactions on the Contingency budgets.

Table 1 – Contingency Budget – Impact of Pay Inflation Draw-down

Contingency Budgets in 2021/22	2021/22 Contingency Budget Prior To Pay Award Drawdown	2021/22 1.75% Pay Award Agreed	Contingency Budget Remaining
Pay Contingency	£1.975m	(£1.975m)	£-
General Contingency	£6.400m	(£1.431m)	£4.969m
Total	£8.375m	(£3.406m)	£4.969m

- 1.7 With uncertainty growing regarding inflationary increases in 2022/23 and the general downbeat economic forecast over the short-to-medium term, it is proposed that the unspent Contingency of £4.969m is transferred into a specific Inflation Contingency Reserve to enhance the £2.9m Inflation Contingency already created within the 2022/23 Budget.
- 1.8 With regards to the net £0.597m underspend generated from the in-year homeworking and change in service delivery savings, it is proposed that this underspend is transferred into the Service Transformation Reserve to fund future 'New Ways of Working' projects.
- 1.9 **Key financial risks** which have arisen across services in year have included:
- 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,

Agenda Item 4

- The commencement of inflation price rises on goods and services
 - The non-delivery and delays of savings.
- 1.10 All costs associated with the **Covid-19 pandemic** were funded through grants and contributions. Overall, the County Council utilised £71.3m of grants and contributions in response to the pandemic in 2021/22.
- 1.11 The pressure on the **Dedicated Schools Grant** continues to be of concern with the DSG Unusable Reserve completing the year with a £25.5m deficit.
- 1.12 The **Capital Programme** completed the year spending £112.0m on schemes during 2021/22.
- 1.13 In relation to **corporate risks**, there are two risks with a severity above the tolerance threshold:
- Cyber-security,
 - Failure of social care provisions,
- 1.14 Of the 12 **workforce** key performance indicators with a RAG status indicator:
- 10 are rated 'Green' and are on track, and
 - 2 are rated 'Amber' and are at risk.

2 Proposal details

- 2.1 It is proposed that a total £3.406m is drawn from Contingency and is allocated to Portfolio's to fund the 1.75% 2021/22 pay award agreed by NJC, HAY, SMG and Soulbury salaried staff groups with:
- £1.975m drawn from the Pay Contingency Budget, and
 - £1.431m drawn from the General Contingency Budget.
- 2.2 With regards to the year end underspend balance within revenue budgets, it is proposed that the total corporate underspend of £5.566m, is transferred to the following reserves:
- £0.597m - Service Transformation Reserve. This underspend has arisen from in-year savings generated by staff working from home or from changes in service delivery during the pandemic; therefore, it is proposed that this balance is transferred into the Service Transformation Reserve to fund future 'New Ways of Working' projects.
 - £4.969m – Inflation Contingency Reserve. With uncertainty growing regarding inflationary increases in 2022/23 and the general downbeat economic forecast over the short-to-medium term, it is proposed that the unspent Contingency is transferred into a specific Inflation Reserve to enhance the £2.9m Inflation Contingency already created within the 2022/23 Budget.
- 2.3 Following a review of the Key Performance Indicators (KPIs) within the Council Plan, it is proposed that Cabinet agree the KPI amendments detailed in Annex C from 1st April 2022.

3 Other options considered (and reasons for not proposing)

- 3.1 A decision could be made not to transfer the 1.75% pay inflation into staffing budgets from the Contingency; however, a provision for a pay award was originally earmarked and had been planned to be met from this budget. In addition, the Contingency budget is established to fund areas of unforeseen in year expenditure and it would not be good practice to leave this known corporate pressure unbudgeted in the accounts.
- 3.2 The corporate underspend could have been allocated to a number of different areas, however in consultation with the Executive Leadership Team and Cabinet members, the allocation of the £5.566m as described above most suits the pressures that we see for the organisation. The 2022/23 financial year is likely to be challenging with rising inflation and general economic uncertainty, therefore allocating the unused Contingency funding into a specific Inflation Contingency Reserve seems prudent. In addition, allocating the net underspend generated by the homeworking to the Service Transformation Reserve will enable this underspend to be reinvested to deliver further savings in the future.
- 3.3 The original Key Performance Indicator measures could be used as originally agreed; however, some of the measures would benefit from some small adjustments to enable clearer reporting. It seems appropriate to take the opportunity to review the measures and refresh specific indicators where required.

4 Consultation, engagement and advice

- 4.1 The Executive Leadership Team and Cabinet Members have considered the Performance and Resources Report and the updates to the Key Performance Indicators.
- 4.2 All scrutiny committees review their specific sections of the Performance and Resources Report quarterly, with the Performance and Finance Scrutiny Committee having an overview of the whole document. Committees can make recommendations to the relevant Cabinet Member and/or refer issues to other scrutiny committees as appropriate.

5 Finance

- 5.1 The financial impact is set out in the Performance and Resources Report.

6 Risk implications and mitigations

- 6.1 The corporate risk register is included within the Performance and Resources Report, reflecting the key risks facing the council and the planned action to mitigate the risks where possible.

7 Policy alignment and compliance

- 7.1 Reporting on the council's performance and activities through the Performance and Resources Report to Cabinet is part of the governance of the council,

ensuring transparency in its reporting arrangements and enabling scrutiny by members and the public.

Becky Shaw
Chief Executive

Katharine Eberhart
Director of Finance and Support Service

Contact Officer: Rebecca Taylor, Financial Planning Manager, 0330 222 6878, rebecca.taylor@westsussex.gov.uk

Appendices

Annex A – How to Read the Performance and Resources Report

Annex B – Performance and Resources Report – Q4 2021/22

Annex C – Proposed Amendments to KPI's on Our Council Plan – 1st April 2022

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.

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 – Outturn 2021 (Quarter 4)

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 fourth quarter of 2021/2022 (January - March). 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 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. On the 24th February, the Government announced its plan for 'Living with Covid' and the removal of all Covid-19 domestic legal restrictions in England. The plan details how vaccines and other pharmaceutical interventions will continue to form the first defence against the virus. The County Council has continued to provide support to the vaccination programme and to the community by working with local partners and providing help and support to vulnerable people through the Community Hub and other front-line services.
4. Also on the 24th February, Russia invaded Ukraine. This has led to millions of Ukrainian civilians fleeing to neighbouring countries. The UK Government has condemned Russia's actions and has sanctioned over 1,600 individuals and businesses with Russian links. The UK has provided military and humanitarian assistance to Ukraine alongside announcing the Ukraine Family Scheme and the Home for Ukraine Sponsorship Scheme which enables UK households to offer a home to people fleeing Ukraine. Locally, the County Council is supporting these schemes and is working with local and national government, charities and volunteer groups to provide appropriate support. The war in Ukraine has exacerbated other economic pressures that have contributed to growing inflation that is impacting on the council's costs of delivery as well as on the cost of living for residents.
5. On this same day in February, the Chancellor also announced a number of measures to help households with cost-of-living increases:
 - Energy Bills Rebate - through the Energy Bills Support Scheme. All domestic electricity customers will have a £200 discount applied to their energy bills from October 2022. This discount will then be automatically recovered from bills in equal £40 instalments over the next five years;

beginning in 2023, when global wholesale gas prices are expected to reduce.

- Council Tax Rebate. Households in England which are Council Tax Band A-D will receive a £150 one-off rebate from April 2022. This will be administered by individual Council Tax Collection Authorities who will be reimbursed by the Government.

6. In addition, on the 23rd March, the Chancellor presented his Spring Statement where further announcements were made regarding support for people dealing with the rising cost-of-living, these included:

- Increase in the National Insurance Threshold, which will save the typical employee over £330 a year. This will come into effect from July 2022.
- Reduction in Fuel Duty. A 5p per litre reduction on petrol and diesel fuel duty came into effect on the 23rd March 2022.
- £500m of further Household Support Fund Grant which will be distributed by councils in England to directly help support vulnerable households meet daily needs, such as food, clothing and utilities.

7. On the 26th May, the Chancellor announced a Cost-of-Living Support package which detailed the following support measures:

- Households will receive £400 of support with their energy bills through an expansion of the Energy Bills Support Scheme.
- The £200 Energy Bill Rebate, which was announced in February, has been revised with the value of the rebate doubling to £400 per household and the full £400 payment now becoming a grant, which will not be recovered through higher bills in future years.
- More than 8 million households on means tested benefits will receive a one-off Cost of Living Payment of £650 this year.
- Pensioner households will receive an extra £300 this year to help cover the rising cost of energy this winter.
- Around 6 million people who receive disability benefits will receive a one-off payment of £150 from September to assist with additional costs.
- A further £500m increase and extension of the Household Support Fund from October 2022 – March 2023 to support people who need additional help.

8. The Levelling Up White Paper was published on the 2nd February. It sets the policy framework for delivering the Government's ambition to spread opportunity more equally across the UK, including by refocusing funding. It sets out 12 Levelling Up Missions with targets for 2030 grouped under four Objectives:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.
 - Spread opportunities and improve public services, especially in those places where they are weakest.
 - Restore a sense of community, local pride and belonging, especially in those places where they have been lost.
 - Empower local leaders and communities, especially in those places lacking local agency.
9. The White Paper also sets out a new approach to devolution, with an expectation that devolution deals will be in place across England by 2030 for areas that want them. It confirmed that this would include County Deals that would be agreed with county and unitary authorities, with the involvement of district and borough councils encouraged but without a right of veto. County Deals would require populations over 500,000 and Government will not accept 'islands' left out of the final pattern of deals. A three-tier framework for devolution deals, dependent on leadership models was set out in the White Paper. Nine County Deal pilots were announced, as the start of a future pipeline. The White Paper also confirmed that the Government will not impose local government reorganisation and only consider cases where there is broad local support, and that UK Shared Prosperity Funding will go to District and Borough Councils in areas without a County Deal.
10. On the 28th March, the Schools White Paper, Opportunities for All, was published which sets out plans to make sure every child can reach the full height of their potential. The document sets out a series of new measures to support children's education, which include:
- Schools will offer a minimum school week of 32.5 hours by September 2023.
 - Local authorities for the first time will be able to set up their own Multi-Academy Trusts.
 - Ofsted will inspect every school by 2025.
 - By 2030, all children will benefit from being taught in a school in, or joining, a multi-academy trust.
 - At least £100m to put the Education Endowment Foundation on a long-term footing so they can continue to evaluate and spread best practice in education across the country.
11. The SEND Review: Right Support, Right Place, Right Time Green Paper was published on 29th March. This paper seeks views about the proposal to establish a single national SEND and alternative provision system that sets clear standards for the provision that children and young people should expect to receive and the processes that should be in place to access it.

Performance Summary - Our Council Plan

12. 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	1
	A	N/A	2	N/A	N/A
	G	N/A	2	N/A	3
Children and Young People	R	N/A	N/A	N/A	2
	A	N/A	N/A	N/A	2
	G	N/A	N/A	N/A	1
Learning and Skills	R	N/A	N/A	N/A	N/A
	A	N/A	2	N/A	N/A
	G	N/A	4	1	N/A
Community Support, Fire and Rescue	R	N/A	N/A	N/A	2
	A	N/A	N/A	N/A	N/A
	G	N/A	4	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	1	N/A
	G	N/A	N/A	1	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	1	N/A	N/A	N/A
	G	4	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.

13. We have 53 measures of which 40 have year-end results available. The remaining 13 measures (mostly annual measures) will not have updates until later in 2022 and their RAG status relates to the latest results available. Of those 40 measures with 2021-22 results the break-down is as follows:

- 70% (28 of 40) - met or exceeded the target (Green)
- 10% (4 of 40) - close to meeting the target (Amber)
- 20% (8 of 40) - not met their target (Red)

This compares to Q3 performance: -

- 62.5% (25 of 40) - met target (Green)
- 17.5% (7 of 40) - close to meeting their target (Amber)
- 20% (8 of 40) - not met their target (Red)

and compares to their forecasted outturn: -

- 70% (28 of 40) - met target (Green)
- 17.5% (7 of 40) - close to meeting their target (Amber)
- 12.5% (5 of 40) - not met their target (Red)

14. Of those 13 measures that do not yet have data updates for this year we forecast, four of them will meet their target (Green) and nine will be close to target (Amber).

Performance Summary by Priority

15. The Council has responded to several events and challenges over the last three months which have impacted the operations and priorities of the council, diverting resources to support our residents. These include the war in Ukraine, the energy crisis and the cost-of-living increases and three named storms within a week in mid-February. In parallel, it has continued to focus on core delivery and progressing a range of improvement programmes.

Keeping People Safe from Vulnerable Situations

16. This has been a strong year for improved performance within the Children, Young People and Learning Directorate. The Children First Transformation programme has progressed with the Early Help service, Family Safeguarding (phase 1) and education redesigns all being implemented as planned. Children's services also continue to make improvements in service delivery notably within services provided to children we care for, which was confirmed by the latest Ofsted monitoring visit which noted that, *'The quality of social work practice and the experiences of the children in the care of West Sussex have significantly improved since the May 2019 inspection.'*
17. The Commissioner, who provides independent scrutiny and monitoring of the service performance, has conducted a full review of the evidence of progress during 2021. He submitted his latest report to the Secretary of State in January 2022. In acknowledgement of the improvements that have been made by the Council, his report recommended that the Government remove the statutory direction for a Children's Trust, allowing Children's Service to remain within West Sussex County Council. His report outlined the steps taken by the Leader of the Council and the wider Council to ensure that Children's Services is properly supported and resourced to maintain the pace of improvement. His recommendation has now been approved by the Secretary of State which has put a stop to a Trust arrangement. This is a significant milestone on our recovery.
18. The Covid-19 Omicron variant, although found in the UK back in December didn't peak until January 2022 and further variants continue to be discovered. We remain

Agenda Item 4

Annex B

focused on making sure we continue to support the most vulnerable people in our community with rising costs of essentials, through our Household Support Fund. The Community Hub received over 24,000 cases from Test and Trace this quarter and since February has, in partnership, been involved with supporting individuals experiencing hardship for reasons not necessarily linked to Covid

19. For adult social care there has been unprecedented demand across the services, mirroring a national trend. The ongoing pressures, in particular for supporting the NHS with hospital discharges has impacted on the ability to meet all the targets.
20. The Council is implementing processes to support eligible families and individuals leaving Ukraine, providing appropriate support in line with Government policy for resettling refugees, while continuing to provide support for other refugees and migrants, including those from Afghanistan.
21. Also, during February, the Council responded to three storms within one week, which created disruption across the region. Teams worked together with emergency planning partners to support communities. On the Friday 19th the Highways team received 554 calls about emergency incidents (an average is 80 on a normal day) and by the close of day on Monday, the team had responded to 388 emergency incidents, the majority of which related to clearing fallen trees. West Sussex Fire and Rescue Service responded to numerous 999 calls from across the County. The Joint Fire Control received almost 600 calls between 8am and 5.30pm on Friday across West Sussex, East Sussex, and Surrey.

A Sustainable and Prosperous Economy

22. Our six growth deals with District and Borough Council partners remain the focus for our investment and activity to support economic growth. A construction contract worth over £1 million for highways improvements in the Manor Royal Business District was awarded as part of the Crawley Growth Programme, with a £60 million package of improvements across the town to support business investment and employment growth. Littlehampton has also had £1.25 million approved for the Terminus Road project to enhance the town centre and promote sustainable modes of transport.
23. A £32 million programme of investment in highways and transport was agreed and will cover investment on more than 650 schemes to improve carriageways, pavement, road safety, bridges, and public rights of way as well as schemes to tackle flood issues, including those caused by extreme weather events.

Helping People and Communities Fulfil Their Potential

24. Ofsted inspections of schools continued uninterrupted between January to March 2022. By March 2022, 88.8% of schools were judged to be either Good or Outstanding, an all-time high. Although national data for Key Stage 2 and Key Stage 4 data has not been published, we continue to provide a programme of professional development for teachers and school leaders and additional school led improvement projects are used to support schools to improve, and where outcomes for pupils are too low.

25. Personal Education Plans (PEP), a statutory document required for all Children we care for from the age of two until they turn 18 and are classed as an adult, remains at an all-time high with 97% completed during the Spring Term 2022, helping children to achieve their potential through a personalised approach to education.

Making the Best Use of Resources

26. The cost of living continues to rise steeply, exacerbated by the energy crisis. As a result, additional funding of up to £3 million has been allocated by West Sussex County Council for the second year running to provide support for households experiencing financial pressures during the pandemic and in the year ahead.

Responding to the Challenges Posed by Climate Change

27. The Cabinet Member for Environment and Climate Change has approved the County Council's new 2030 Energy Strategy. This will guide decision making on energy for the next decade and support the transition to clean energy and action on climate change.
28. Heat Decarbonisation Plans have been produced for 50 County Council buildings, including County Hall and Parkside, to show where fossil fuel systems could be replaced by low carbon technologies such as heat pumps.
29. The County Council has also signed a new three-year contract with E-On to operate the County Council's battery sites. Our grid scale batteries at Westhampnett and, from next year, Halewick Lane, store surplus electricity and respond to peaks in power demand. E-On's specialist expertise will ensure that the County Council generates a sustainable income and advise on new opportunities in the energy market.

Finance Summary

National Financial Overview and Potential Impacts

30. Global inflationary pressures have intensified following Russia's invasion of Ukraine, which has led to a deterioration in the outlook for UK growth. Supply chain disruption has also arisen due to the conflict, but also as a result of the continued impact of the Covid-19 pandemic in China. These global events are directly affecting the cost of goods and services within the UK and are increasing household costs for families.
31. The UK's unemployment rate fell to 3.8% in the three months to February, and experts expect it to fall slightly further in coming months as the supply within the labour market tightens adding further pressure to wage inflation.
32. 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	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22		
	March 2021	June 2021	Sept 2021	Dec 2021	Jan 2022	Feb 2022	March 2022
Consumer Price Index (CPI)	0.7%	2.5%	3.1%	5.4%	5.5%	6.2%	7.0%
Retail Price Index (RPI)	1.5%	3.9%	4.9%	7.5%	7.8%	8.2%	9.0%

33. The Bank of England's Monetary Policy Committee (MPC) sets its monetary policy to meet a 2% inflation target. In its meeting on the 4th May 2022, the MPC decided to increase the Bank of England's base rate by 0.25%, to 1.00%. It also explained that the UK's GDP growth is expected to slow sharply in the coming months.
34. Looking forward into 2022/23 and beyond, the impact of the increasing cost of goods and services remains a significant concern, with the cost of care continuing to increase at higher rates than budgeted for and the projected costs of delivering the capital programme continuing to increase. Ongoing economic implications on services have been factored into the council's medium-term financial strategy and budget for 2022/23. However, there is uncertainty with regard to the continuing inflation rises and the effect this will have on the value of our service contracts and funding available to deliver essential services over the short-to-medium term.
35. There remains significant uncertainty around Local Government funding from 2023/24 onwards. 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. It was assumed that Fair Funding would be implemented in 2023/24 but it now seems likely this will be further delayed. Our assumptions will be kept under review as more details emerge.

Finance Outturn Summary

36. This section sets out the financial outturn for 2021/22. The formal financial statements are still in preparation for the external audit; after which time, they will be submitted for approval to the Regulation, Audit and Accounts Committee.
37. The outturn position reported is provisional until the preparation of the accounts and external audit is complete. Any change from this outturn position included in this report will be reported in the narrative to the financial statements.
38. The Performance and Resources Report endeavours to separate the impact of the Covid-19 pandemic from the County Council agreed business as usual budget; to enable a clear view of the financial impact the pandemic has caused.

39. The provisional revenue outturn position for 2021/22 on revenue budgets is £625.673m, **an overall corporate underspend of £5.566m.**

This underspend is comprised of Portfolio budgets have underspent by £1.199m which has been partly mitigated by the £0.602m overspend within **Non-Portfolio budgets** (excluding the Contingency), leading to a net £0.597m underspend prior to use of contingency. In addition, the **General Contingency** concludes the year with **£4.969m of unused funding**. This balance assumes a Decision to transfer funding from Contingency budgets to Portfolio budgets is agreed following the late NJC pay award agreement in February.





40. **Table 3** details the revenue outturn position by Portfolio and **Table 4** provides a comparison of the outturn position to the quarter three projection.

Table 3 – Year End Outturn Position and Variation

Portfolio	Budget	Outturn Expenditure	Outturn Variation	Variation
Adults Services	£210.620m	£210.446m	(£0.174m)	(0.1%)
Children & Young People	£132.937m	£132.799m	(£0.138m)	(0.1%)
Learning & Skills	£36.985m	£38.623m	£1.638m	4.4%
Community Support, Fire & Rescue	£41.923m	£41.473m	(£0.450m)	(1.1%)
Environment & Climate Change	£59.409m	£56.752m	(£2.657m)	(4.5%)
Finance & Property	£28.241m	£30.963m	£2.722m	9.6%
Highways & Transport	£37.229m	£36.010m	(£1.219m)	(3.3%)
Leader	£2.745m	£2.453m	(£0.292m)	(10.6%)
Public Health & Wellbeing	£0.000m	£0.000m	£0.000m	(0.0%)
Support Services & Economic Development	£41.471m	£40.842m	(£0.629m)	(1.5%)
Portfolio Total	£591.560m	£590.361m	(£1.199m)	(0.2%)
Non-Portfolio & Sources of Finance			£0.602m	
Contingency Budget Remaining			(£4.969m)	
Total Outturn Underspend			(£5.566m)	

Table 4 –Year End Outturn Position and Variation - Compared to Q3

PORTFOLIO	CURRENT NET BUDGET (£'000)	OUTTURN VARIATION (£'000)	VARIATION %	MOVEMENT SINCE Q3 (£'000)
Adults Services	210,620	-174	-0.1%	(174)
Children & Young People	132,937	-138	-0.1%	(638)
Learning & Skills	36,985	1,638	4.4%	(219)
Community Support, Fire & Rescue	41,923	-450	-1.1%	(753)
Environment & Climate Change	59,409	-2,657	-4.5%	(292)
Finance & Property	28,241	2,722	9.6%	2,492
Highways & Transport	37,229	-1,219	-3.3%	(239)
Leader	2,745	-292	-10.6%	(242)
Public Health & Wellbeing	0	0	0.0%	0
Support Services & Economic Development	41,471	-629	-1.5%	(1,091)
Portfolio Total	591,560	-1,199	-0.2%	(1,156)
Non Portfolio (Excluding Contingency)	29,144	602	2.1%	0
Contingency	4,969	-4,969	-100.0%	(869)
Total	625,673	-5,566	-0.9%	(2,025)

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

(£'000)

41. A number of **Technical Accounting Adjustments** have been enacted whilst closing the financial accounts which have been included within the Portfolio outturn position:

- **Increase Doubtful Debts Provision (*Finance and Property Portfolio*)**. Following the work undertaken last year in reviewing the methodology for calculating a more prudent provision for doubtful debt, it has been assessed that a further £1.448m of provision is required within the Doubtful Debt Provision.
- **Insurance Contribution (*Finance and Property Portfolio*)**. An opportunity to fund £0.527m of insurance costs within the Finance and Property Portfolio has been enacted thereby reducing the amount required to be drawn from the insurance reserve for claims in 2021/22.
- **Durrington Bridge House Project (*Finance and Property Portfolio*)**. The costs associated with moving office accommodation from Centenary House to Durrington Bridge House of £0.618m have been charged to the Finance and Property Portfolio. In reality, this project has been fully funded by the in-year homeworking underspends which are held within the individual Portfolios they were generated.

In-Year Homeworking/ Change in Service Delivery Underspend

42. During the year, the Covid-19 pandemic impacted the way the County Council delivered its services to its customers and how it operated internally. Many services have had to adapt to different ways of working to enable the business to continue in an efficient and effective manner. As per government guidelines, the County Council asked its employees to work from home where possible to reduce the risk of infections in the workplace.
43. Homeworking also provided some financial benefits which are detailed in **Table 5** and included in individual Portfolio sections:

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

Type of Spend / Area	In Year Underspending	Comments
Staff Travel and Vehicle Mileage	(£0.455m)	In-year saving from a reduction in staff travel (including social care).
Members Travel, Expenses, Training and Refreshments	(£0.100m)	Saving due to remote working and on-line meetings.
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.
Postage and Central Stationery	(£0.200m)	Reduction in the amount of postage and central stationery required.
Total In-Year Underspending	(£1.215m)	

44. Of the £1.215m homeworking underspend which has been generated:
- **£0.618m** has been used to cover the in-year costs for the **Durrington Bridge House Project** which is charged to the Finance and Property Portfolio.
 - It is proposed that the remaining **£0.597m underspend is transferred into the Service Transformation Reserve** to fund future New Ways of Working projects.

Contingency Budgets

45. In February the 2021/22 NJC pay award dispute concluded with a 1.75% pay increase agreed by unions and employers backdated to 1st April 2021. HAY, SMG and Soulbury salaried staff have also agreed a 1.75% increase for 2021/22.
46. A Decision is required to draw £3.406m of Contingency budget to fund the pay award. It is proposed that the £1.975m within the Pay Contingency is applied first,

Agenda Item 4
Annex B

with a further £1.431m drawn from the General Contingency to cover the full requirement. For clarity, it should be noted that these transactions have been assumed within the presentation of the Outturn Report. **Table 6** demonstrates the effect of these transactions to the Contingency budgets.

Table 6 – Contingency Budget – Impact of Pay Inflation Draw-down

Contingency Budgets in 2021/22	Remaining 2021/22 Contingency Budget	2021/22 1.75% Pay Award Agreed	Contingency Budget Remaining
Pay Contingency ¹	£1.975m	(£1.975m)	£-
General Contingency	£6.400m	(£1.431m)	£4.969m
Total	£8.375m	(£3.406m)	£4.969m

Note:

¹ £0.225m previously drawn from Pay Contingency Budget in September 2021 to fund the Fire & Rescue Pay Award.

47. After drawing the £3.406m required for the pay award, the **General Contingency budget concludes the year with a £4.969m underspend.**
48. With uncertainty growing regarding inflationary increases in 2022/23 and the general downbeat economic forecast over the short-to-medium term, it is **proposed that the unspent Contingency is transferred into a specific Inflation Contingency Reserve** to enhance the £2.9m Inflation Contingency already created within the 2022/23 Budget.

Carry Forward Requests

49. A number of carry forward requests totalling £3.679m have been actioned as part of the financial year end transactions; these are detailed in **Table 7**. The majority of the carry forward requests relate to grant funding which has been allocated for a specific purpose but has not been fully spent by the end of the financial year. Further details on each of these requests are included in the individual portfolio sections.

Table 7 – List of Carry Forward Requests

Portfolio	Carry Forward Request	Amount
Adult Services	Domestic Abuse Grant – To fund the Pan Sussex Domestic Abuse Accommodation and Support Strategy. Decision (AS03 21/22).	£1.498m
Children & Young People	Youth Justice Service - To fund projects including speech and language therapy, specific training and alternative education provision.	£0.040m
	West Sussex Safeguarding Children Partnership – To fund the implementation of an improvement plan in 2022/23.	£0.163m

Portfolio	Carry Forward Request	Amount
Fire & Rescue and Communities	Domestic Homicide – Delays in completing review cases due to legal processes	£0.115m
	Bequest for Worthing Fire Station – A generous gift has been left to Worthing Fire Station.	£0.098m
	Proceeds of Crime Act Funding – To be used for specific projects to detect and prevent future crime.	£0.038m
Highways & Infrastructure	Capability Fund for Active Travel – This grant was awarded in December 2021 to develop sustainable travel schemes across the county.	£0.251m
	Bus Capacity Grant - Grant to support the development of the Bus Service Improvement Plan and to provide capacity for the implementation of an enhanced partnership approach.	£0.397m
	Capacity Grant for Local Transport Plan – Grant awarded in March 2022. Funding will provide capacity to introduce a carbon impact appraisal system to improve decision-making. <i>Accounted for within Environment and Climate Change Portfolio (Planning Budget).</i>	£0.179m
Leader	One Public Estate Opportunity Development Fund - Grant received in March 2022 to help partners secure capacity to develop a pipeline of public sector property opportunities and help deliver post-pandemic public estate strategies.	£0.100m
Support Services & Economic Development	Provision for IT Restructuring Costs – A number of costs that were initially expected to be met in 2021/22 will now be incurred in 2022/23.	£0.800m
Total		£3.679m

50. In addition to the above listing, **Table 8** details a number of Covid-19 grants received from the Government which were unspent at the end of the year. These funds have been carried forward into 2022/23 to assist the County Council with the on-going Covid-19 pressures it is continuing to encounter. Further details on the Covid-19 grants is detailed in **Appendix 2**.

Table 8: Listing of Revenue Covid-19 Grants Transferred into 2022/23.

Covid-19 Grant	Details	Grant Remaining
Local Authority Non-Ringfenced Grant	Non-Ringfenced Grant – Supporting pressures created by the pandemic	£12.976m
Local Council Tax Support	Non-Ringfenced Grant – To support the continuation of the local council tax hardship scheme	£3.000m
Contain Outbreak Management Fund	Ringfenced Grant – To help reduce the spread of coronavirus and support local public health.	£3.651m
Emergency Active Travel Fund	Ringfenced Grant – To protect and increase travel services.	£0.170m
Travel Demand Management	Ringfenced Grant – Support in developing travel demand management programme.	£0.021m
Total		£19.818m

Financial Outturn – Areas to Highlight

51. The individual portfolio sections within the report explain the key movements which have occurred during the year, however the main areas which have arisen within and across the portfolios include:
- 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 commencement of inflation price rises on goods and services,
 - The non-delivery and delays of savings.
52. During the year, the **Adults Services Portfolio** has been 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. Between the Older People and Learning Disabilities cohorts, the aggregate 2021/22 overspend was £12.9m, however due to the extent to which the causes are attributable to the Covid-19 pandemic, £11.3m of the overspend was charged to the County Council's Contained Outbreak Management Fund (COMF) allocation and £1.6m was met from the Improved Better Care Fund (iBCF).
53. Looking forward, the level of underlying risk within the Adults Services Portfolio for 2022/23 is in the region of £4.7m. When combined with existing savings targets, it makes for a challenging outlook, even if the market returns to a settled state.
54. In addition, the reforms to Adult Social Care that are scheduled to take place in October 2023 expose the County Council to significant financial risks. In part, this is because of the additional expenditure that they will bring as a result of more residents engaging with the council for their social care needs. The other element is that there is a possibility that the formula which Government will use to allocate funding will target insufficient resources towards local authorities in relatively wealthier areas of the country, despite this where the cost impact of the reforms will be greatest. To mitigate that risk, the Adult and Health Pressures and Recovery Reserve is to be repurposed as the Adult Social Care Reform Risk Reserve. This action is being taken as a pro-active measure and will mean that funding of £5m is available to manage adverse financial implications, particularly in relation to the one-off spending which will be incurred in 2023/24 from the surge in activity that is expected as self-funders approach the County Council for an assessment so that they may benefit from the reforms. In addition, the reserve will support the County Council in managing any unforeseen market effects that may arise. Further details are reported in **Section 1** – Adult Services Portfolio.
55. The **Dedicated Schools Grant** (DSG) overspent by £7.7m in 2021/22. It should be noted that this overspend value is after allowing for a £7.0m transfer from the DSG Reserve which was agreed by Schools Forum. The total DSG deficit held in unusable reserves now totals £25.5m. Further details are reported in **Section 3** – Learning and Skills Portfolio.

56. The **English National Concessionary Travel Scheme** underspent by £1.1m in 2021/22 due to Covid-19 restrictions. There is still some uncertainty as to how the number of passengers will rebound following the lifting of restrictions, but there may be potential to re-invest resources to other bus service priorities within the Bus Service Improvement Plan.

Savings Update

57. The **2021/22 savings target** across all portfolios was £18.5m. Of this amount, £10.2m (55%) was achieved as originally envisaged or has been delivered by other means or mitigated within the service; with £8.4m (45%) of savings undelivered this year. These unachieved savings are included with the outturn position.
58. **Table 9** summarises the savings position by Portfolio. Details of each saving is included in the separate portfolio sections.

Table 9 – 2021/22 Savings by Portfolio

Total Savings 2021/22	Red Significant Risk Not Delivered (£000)	Amber At Risk (£000)	Green On Track Delivered in Year (£000)	Blue Delivered On an On- Going Basis (£000)	Total (£000)
Adults Services	7,338	-	530	108	7,976
Children and Young People	200	-	1,050	2,656	3,906
Learning & Skills	187	-	463	131	781
Community Support, Fire & Rescue	-	-	70	368	438
Environment & Climate Change	-	-	170	370	540
Finance & Property	-	-	-	243	243
Highways & Transport	-	-	76	1,221	1,297
Leader	-	-	-	101	101
Public Health & Wellbeing	-	-	-	-	-
Support Services & Economic Development	632	-	400	2,199	3,231
Total	8,357	-	2,759	7,397	18,513

Savings Key:

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

59. In addition, we have also been monitoring **£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 and are taking longer than predicted to deliver. Of these £3.1m savings, £1.2m (39%) were achieved as originally envisaged or have been delivered by other means or mitigated within the service, with £1.9m (61%) of savings undelivered this year. **Table 10** summarises the savings position by Portfolio. Details of each saving is included in the separate portfolio sections.

Table 10 – Savings Brought Forward from Previous Year by Portfolio

Savings Brought Forward From 2020/21	Red	Amber	Green	Blue	Total (£000)
	Significant Risk Not Delivered (£000)	At Risk (£000)	On Track Delivered in Year (£000)	Delivered On an On-Going Basis (£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	1,881	-	1,094	150	3,125

Savings Key:

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

60. As part of the 2022/23 budget setting process, all of the delayed savings were reviewed, and consideration was given to the likelihood of their deliverability going forward. This exercise led to the removal or reprofiling of £0.6m of savings.
61. Looking forward to 2022/23, there are currently no 2020/21 or 2021/22 savings judged as 'at significant risk' (red), however there are **£9.0m of savings judged as 'at risk' (amber)**. £7.1m of these 'at risk' savings relate to the Adults Services Portfolio. Details of each saving and 2022/23 RAG status are included in the separate portfolio sections.

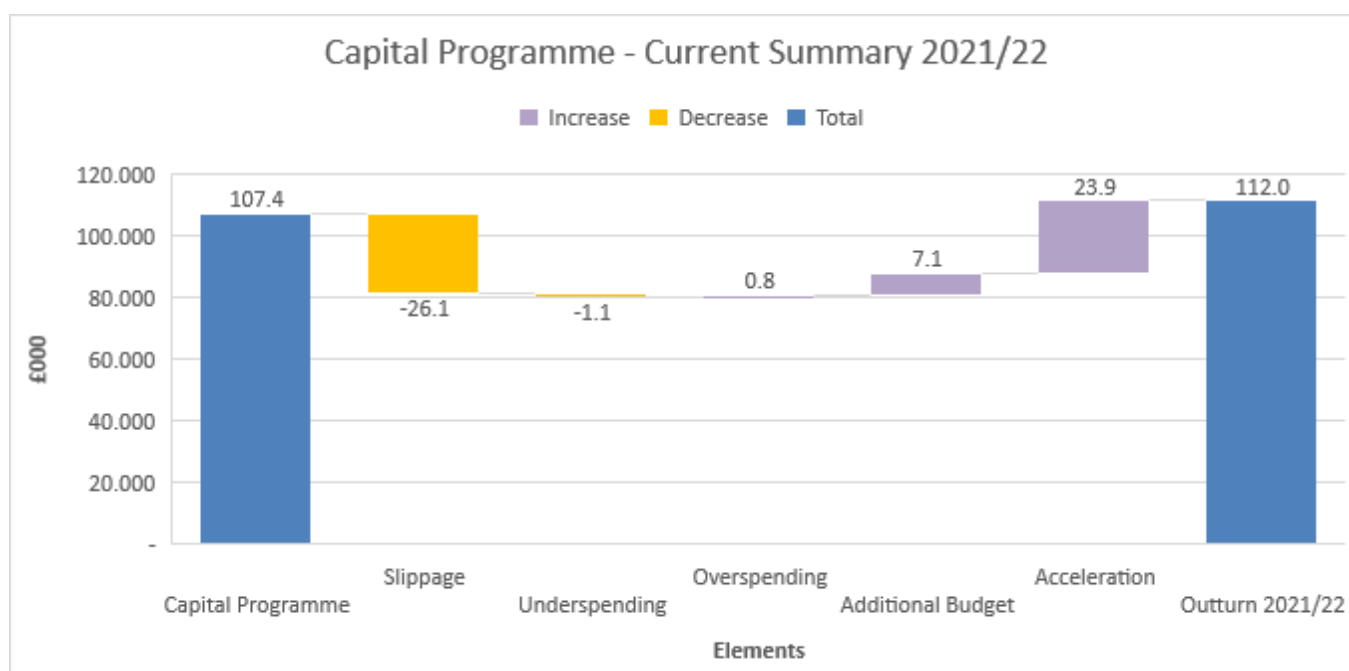
Covid-19 Grants and Income Summary

62. 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. A total £94.4m of Covid-19 revenue funding was available in 2021/22 which included £92.1m from grants – i.e grant balances carried forward from 2020/21, ringfenced grants with conditions attached, ringfenced grants administered in accordance to Government Requirements (passporting funds to third parties) and other non-ringfenced grants. A further £2.3m of contributions from other organisations including the West Sussex Clinical Commissioning Group (CCG) also contributed to this funding.
63. Of this funding, £71.3m was spent in year in response to the pandemic, £3.3m of unspent ringfenced grants, largely related to government administered funds including Infection Control and Rapid Testing funding, will be repaid to the Government, leaving £19.8m to be carried forward into the 2022/23 financial year to continue to cover the costs of the on-going pandemic. Further details are reported in **Appendix 2**.

Capital Programme Summary

64. 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.
65. Since this time, spend has increased overall by £4.6m, to give a full year spend for 2021/22 of £112.0m. **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.
 Outturn 2021/22 – Total capital programme expenditure as at 31st March 2022.

66. Within the Capital Programme there is £4.4m of revenue transformational projects which meet the eligibility criteria under the Flexible Use of Capital Receipts principles. Further details on the Flexible Use of Capital Receipts projects are available in **Appendix 3**.
67. The Capital Programme Budget Monitor, as at the end of March 2022, is included in **Appendix 4**.

Corporate Risks

68. The County Council's risks are reviewed regularly to ensure risks are understood and appropriate mitigation takes place. Risks are scored considering the likelihood and impact.
69. During the quarter, the Corporate Risk Register has been updated with two changes which are described in **Table 11** below.

Table 11 – Changes to the Corporate Risk Register When Compared to Previous Quarter Report

Risk Number	Risk	Action	Reason	Current Score
CR11	As a result of skill shortages across various sectors and less attractive employment offers in comparison to other organisations and locations (amplified by the current cost of living situation), there is a risk that we will not be able to recruit and retain sufficient numbers of skilled staff to manage and deliver quality services.	Risk likelihood increased.	To reflect current situation across services with the recruitment and retention of staff.	16
CR72	The Government has 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.	Risk likelihood reduced.	Due to completion of an annual review and update of the placement sufficiency and commissioning strategy, and number of children currently in unregulated care. Risk reduced from 16 to 12.	12

70. There are two corporate risks with severity above the tolerance threshold:

- CR39a – Cyber-security.
- CR58 – Failure of social care provisions.

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

Workforce

72. The Workforce Key Performance Indicators, detailed in **Appendix 6**, report that of the 12 KPIs with a RAG status indicator, 10 are green and two are amber.
73. 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.

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 and Flexible Use of Capital Receipts Summary
Appendix 4: Capital Monitor
Appendix 5: Corporate Risk Register Summary
Appendix 6: Workforce

This page is intentionally left blank

Adults Services Portfolio – Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - Unprecedented demand at the 'front door' and increased acuity of need is being experienced across all locality teams throughout the county, something which is a national trend, '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' (Department for Health and Social Care Evidence review for adult social care reform: summary report – 1 December 2021). Yet in line with Our Council Plan outcome to 'provide support to people when they need it', even with this unprecedented demand at the 'front door', the County Council has achieved its target in respect of the percentage of contacts to adult social care that progress to a social care assessment; reflecting the impact of interventions throughout the customer journey to meet people's needs through information and advice as well as the provision of preventative services. Also meeting the target of adult social care assessments that result in a support plan by focussing review activity on new customers with eligible social care needs.
 - However, staffing pressures in some parts of the service, exacerbated by the impact of the Omicron Covid-19 variant as well as a need to prioritise support to the NHS in respect of hospital discharges throughout the year, as well as the ability to react to the unprecedented demand at the 'front door', has impacted on the ability for the service to achieve other performance measures. This includes the percentage of users of adult services and their carers that are reviewed and/ or assessed in the last 12 months and the percentage of adults with a learning disability in paid employment. The latter is dependent on review activity so that the service can ascertain which customers are in paid employment or not. It is anticipated that the dedicated assessment work that has started to be carried out by social work teams across the county, will see performance improve in respect of these indicators that have not been achieved during 2021/22.
 - The majority of other indicators have remained constant across the year and are expected to remain so, as we move into the next financial year.

Our Council Performance Measures

Adults Services		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
11	Percentage of contacts to adult social care that progress to a social care assessment	20-30%	Sep-21	Dec-21	Mar-22		Mar-22: As a result of workflow remapping to allow for accurate data collection, performance is now reflecting an accurate picture of the impact of interventions throughout the customer journey to meet people's needs through information and advice as well as provision of preventative services. This indicator is now within target.	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.
	Reporting Frequency: Quarterly		20.2%	19.3%	18.1%	↗		
12	Percentage of adult social care assessments that result in a support plan	65-75%	Sep-21	Dec-21	Mar-22		Mar-22: Following changes to workflows and processes to allow for accurate data collection, performance has now improved and the target has been achieved.	The service will continue to monitor demand and capacity in respect of this measure.
	Reporting Frequency: Quarterly		77.2%	76.3%	74.8%	↘		

Agenda Item 4 Annex B

Adults Services		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
13	Percentage of safeguarding concerns that become a Section 42 enquiry Reporting Frequency: Quarterly	37.0%	Sep-21	Dec-21	Mar-22		Mar-22: Performance against this measure has moved away from the target for the second half of the year, although it should be noted that it is not within the control of the County Council as to how many safeguarding concerns will be received over the year.	Safeguarding concerns are being raised and progressed using the correct pathway and referrals are closely monitored through audit so that officers are assured that the decision making continues to be robust. The pan Sussex Safeguarding Adult threshold guidance has now been published which supports consistent, timely and robust decisions.
			58.2%	62.8%	64.2%	↓		
14	Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	Sep-21	Dec-21	Mar-22		Mar-22: Performance has stabilised in the second half of 2021/22 and aim is to maintain at this level moving into 2022/23.	Continued monitoring of performance to ensure the target continues to be met.
			2.9 Months	3.4 Months	3.4 Months	→		
36	Percentage of adults that did not receive long term support after a period of reablement support Reporting Frequency: Quarterly	85.5%	Mar-21	Jun-21	Sep-21		Dec-21: 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.
			85.5%	85.4%	81.3%	↓		
37	Percentage of adults that purchase their service using a direct payment Reporting Frequency: Quarterly	27.4%	Sep-21	Dec-21	Mar-22		Mar-22: Performance is marginally above target, so intervention is not required at this stage. This continues to be monitored moving into 2022/23.	Continued monitoring of performance to ensure the target continues to be met.
			27.9%	28.5%	28.4%	↓		
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%	Sep-21	Dec-21	Mar-22		Mar-22: Due to unprecedented pressure related to demand for assessments, hospital discharge work and the impact of the Omicron variant, a decision was made by the directorates management team to suspend routine activity in November 2021 to reduce this pressure. This has caused performance to deteriorate in this quarter.	The suspension of review activity ceased at the beginning of March 2022 and a new review team has been established to manage reviews for older people moving into 2022/23. The main focus of this work is to embed a strength based approach and any financial savings will be used to meet the ongoing demands of the market and allow the department to manage financial pressures within the agreed budget envelope. Moving into 2022/23 the percentage of reviews undertaken within a 12 month period, should also improve. A plan is being developed to implement a similar approach for Life Long Services and Mental Health services.
			67.1%	63.4%	60.0%	↓		
39	The percentage of adults with a learning disability in paid employment Reporting Frequency: Quarterly	3.6%	Sep-21	Dec-21	Mar-22		Mar-22: Performance has improved throughout 2021/22, however 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 the year.	A project to focus on completing case reviews/assessments will be ongoing throughout 2022/23, which is expected to see a significant increase in performance over the coming year.
			0.4%	0.6%	1.1%	↑		
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%	Jun-21	Sep-21	Dec-21		Mar-22: This is an NHS led measure and is dependent upon the number of patients open to the Sussex Partnership Foundation Trust Mental Health Trust, hence the variability of performance throughout the year. Current performance has increased and this trend is likely to increase as reviews are undertaken and outcomes are recorded through to year end.	Work is on-going in relation to promoting a strength based approach and reducing new admissions to residential care for customers with a mental illness.
			52.0%	67.0%	69.0%	↑		


Adults Services		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
44	Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service	80.0%	Sep-21	Dec-21	Mar-22		Mar-22: Data is available for 23 of the 72 clients that exited from Services this quarter. Of those 23 clients, 21 agreed, or strongly agreed that they felt safe, 2 were not certain, 0 client disagreed/strongly disagreed. The overall % of clients that felt safe upon exiting the service was 91.3%, and 8.7% were uncertain.	To maximise data capture the following has been agreed:- • Early Help service manager with operational lead responsibility for the IDVA (Independent domestic violence advisor) service to speak to senior staff, reiterating the importance of full completion for dissemination to staff and teams. • Community Safety DSVA lead (domestic & sexual violence and abuse) to join IDVA service team meeting to discuss key performance indicator reporting and why a 'full picture' is required • Senior IDVA service staff have been upskilled in accessing the data capture forms to monitor recording compliance.
	Reporting Frequency: Quarterly		89.1%	86.0%	91.3%	↗		

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure (<i>Covid-19 position is reported in Appendix 2</i>)	£2.947m	Covid-19 Grant – Assumed funding from Covid-19 grants and contributions (<i>Covid-19 position is reported in Appendix 2</i>)	(£2.947m)	
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	(£11.291m)	
Older People – delays in delivering 2021/22 savings on non-residential customers with reduced care package	£0.360m	Covid-19 Grant – Use of Omicron Support Fund and the Workforce Recruitment and Retention Fund to manage market pressures	(£2.182m)	
Delays in delivering 2021/22 savings from the closure of Marjorie Cobby House and Shaw day care services. Delayed until April 2022	£0.890m	Use of external funding sources including Winter Pressures Grant and Improved Better Care Fund (iBCF) to manage market pressures	(£3.270m)	
Older People – under-utilisation of the Shaw contract and exceptional spending on short term residential placements	£6.862m	Underspending from the closure of in-house services during the pandemic	(£0.631m)	
Learning Disabilities– delays in delivery of savings 2020/21 & 2021/22	£2.827m	Underspending across a mix of services including the Domestic Abuse service	(£0.173m)	
Learning Disabilities – expenditure relating to residence dispute adjudication outcome against the County Council (including backdated costs)	£1.800m			
Learning Disabilities –changes in care packages for a small number of customers with complex care needs	£0.273m			
Adults Services Portfolio - Total	£20.320m		(£20.494m)	(£0.174m)

Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Q1	Q2	Q3	Q4		Action	Trajectory
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	4,670	4,505	↘	Customer numbers are below pre-Covid levels, having fallen by over 160 during the fourth quarter. Some of this reflects difficulties in obtaining care packages, so numbers may rise by more than would be expected in the first quarter of 2022/23. However, demand continues to represent 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 4, the real terms rate of price increase was 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%	5.7%	↔		
		% increase in the average net weekly cost of a care package for older people	2.8%	4.1%	5.8%	5.8%	↔		

Financial Narrative on the Portfolio's Position

- The 2021/22 outturn position for the Adults Services Portfolio budget is an underspending of £0.174m, however the underlying position is the product of £12.9m of overspending being met by £12.9m of additional funding contributions. It is an outcome which reflects the impact of Covid-19 and the influence it had on demand for adult social care and the provider market together with associated knock-on effects, notably in relation to delivery of savings targets. This enabled the County Council to use Covid-19 funding streams to manage the financial risk that otherwise would have existed. However, those sources are all time-limited, so they will not be available in 2022/23 should any of the pressures persist. Given the challenges currently facing providers it would be premature to assume that these will abate, especially when set in context of workforce shortages and rising inflation. Consequently, it is important to see the County Council's ability to deliver a balanced budget as being the result of circumstances because the financial risks facing adult social care have increased during the past year.

Key Explanations For The 2021/22 Outturn

- Older People - Demand.** Outwardly the level of demand was steady. Compared to March 2021, customer numbers rose by around 30, which is a lower level of increase than implied by population growth. The result is that the proportion of people aged over 80 with a care package has fallen from approximately 7.3% to 7.1%. At around 4,500, the total is now in the region of 200 fewer than the corresponding figure pre-pandemic.
- That appearance of stability is misleading since it masks the increasing challenge that the County Council faced in obtaining care. Some of the reasons which contributed to this should prove time-limited, e.g., the needs of hospital discharge and the closure of care homes to new admissions because of Covid-19, whilst others will continue into the medium term. This has led to an imbalance of demand and supply developing in the market, which, in turn, has

led to growing waiting lists. As such the possibility of numbers rebounding at a future date cannot be discounted.

5. **Older People – Cost of Care.** Those same market-related factors have resulted in the cost of care rising sharply. The average cost of a care package now stands at approximately £505 per week, which is £27 per week more than in March 2021. That represents an annual rate of increase of 5.7%, which equates to a real terms pressure of almost 4% when discounted for the inflationary uplift of 1.75% agreed by the County Council for 2021/22. To put this in context, approximately £125m is spent on care costs through the older people's budget, so every 1% increase in the average price equates to a pressure of £1.25m. In financial terms this exceeded the benefit of the relative reduction in customer numbers by £0.6m as well as meaning that the £4.361m savings target for absorbing demand growth through demand management was not delivered because care could not be purchased at the price on which that plan had been predicated.
6. Among the explanations for the position is that fewer residential providers are accepting new placements at the County Council's usual maximum rates. Over 60% of admissions are now being made at an agreed price and it has become increasingly common for providers to be seeking payment of over £1,000 per week for fairly standard provision. If any encouragement can be drawn, it is that the rate of growth slowed during the last quarter. Whilst it is hoped that this is a sign that the market may be moving towards an equilibrium state, it remains the biggest unknown when trying to assess the implications of the outturn for the 2022/23 budget.
7. Exacerbating the situation, utilisation of the 590 beds that the County Council is contracted to purchase through the Shaw contract fell below 80% in some months. Whilst this was often due to homes being closed to new admissions due to the pandemic, there were occasions when the budget was paying for over 100 unoccupied Shaw beds plus the additional beds that needed to be bought in the market. The cost of doing this was around £4.7m, which took the total pressure relating to Shaw to £5.5m because the decision to close the day services provided under the contract, which was necessary to deliver a savings target of £0.750m, was not implemented until April 2022.
8. At the same time, fragilities within the domiciliary care market caused an additional £2.5m to be spent on short term residential placements to hold customers until suitable care could be sourced to enable them to return home. In different circumstances some of this spending would not have been value for money, but it was incurred as part of the response to the pandemic. This made it legitimate to charge against Covid-19 funding and uncommitted resources within the Winter Pressures Grant and the market fragility allocation in the Improved Better Care Fund. As a result, £5.0m of the £8.0m pressure bound up in these factors was externally funded, leaving £3.0m to be met by the County Council. When added to the £4.961m of overspending attributable to care costs, the level of the overspend on the older people's budget became £8.0m.
9. Through its budget strategy for 2022/23 the County Council has taken action to try and mitigate the risk that it faces, partly through specific savings plans, for example to increase occupancy of the Shaw contract, and partly through the resources it has provided to fund fee increases, which has resulted in uplifts of in excess of 10% being approved for some providers. This means that the older

people's budget enters 2022/23 with an underlying risk in the region of £4m, which will reduce further if those actions that are being taken are completely successful and if Covid becomes less of an influence on the market

10. **Learning Disabilities.** As a relatively static customer group, weekly expenditure on learning disabilities care costs was largely steady. Despite that for the County Council's share of the pooled budget, there was overspending of £4.9m. £2.8m of that amount relates to under delivery of savings. Again Covid-19 was the principal reason for this, since the personal contact on which many of those plans were dependent was not possible. In addition, where the release of savings was contingent on new services being commissioned the market became a limiting factor.
11. Compounding the position, adjudications were made against the County Council in four cases involving disputed residence. Since such decisions are backdated (one of which was to 2014) they resulted in payment of historic arrears as well as on-going care costs. In total these account for £1.8m of the overspending, 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 £0.3m is a consequence of changes in package costs following reassessments.
12. Plans have been laid in the budget for 2022/23 to replace the lost savings. Allowing for this, and discounting the one-off nature of the arrears payments, it follows that the Learning Disabilities budget moves into 2022/23 with a need to manage an underlying risk of around £0.7m, in addition to its savings targets
13. **Summary Position.** Between Older People and Learning Disabilities the aggregate overspend was £12.9m. Elsewhere across Adults Services there were a mix of mainly minor variations which were largely self-balancing. Due to the extent to which the causes are attributable to Covid-19, £11.3m of the overspend was charged against the County Council's Contained Outbreak Management Fund (COMF) allocation and £1.6m was met from the Improved Better Care Fund.
14. The level of the underlying risk which transfers into 2022/23 is in the region of £4.7m. When combined with existing savings targets that makes for a challenging outlook, even if the market returns to a settled state. This may mean that the Adults budget will continue to require temporary funding to enable it to be balanced in 2022/23. In that event, £14m is being carried forward through the Improved Better Care Fund, of which £7m is uncommitted and could be used to mitigate the effect of timing delays.
15. **Repurposing of Social Care Reform Reserve.** The reforms to adult social care that are scheduled to take place in October 2023 expose the County Council to significant financial risks. In part this is because of the additional expenditure that they will bring. There is also a possibility that the formula which Government will use to allocate funding will target insufficient resources towards local authorities in relatively wealthier areas of the country, since this is where the cost impact of the reforms will be greatest. To mitigate that risk, the Adult and Health Pressures and Recovery Reserve is to be repurposed as the Adult Social Care Reform Risk Reserve. This action is being taken as a proactive measure and will mean that funding of £5m is available to manage adverse financial implications, particularly in relation to the one-off spending which will be incurred in 2023/24 from the surge in activity that is expected as

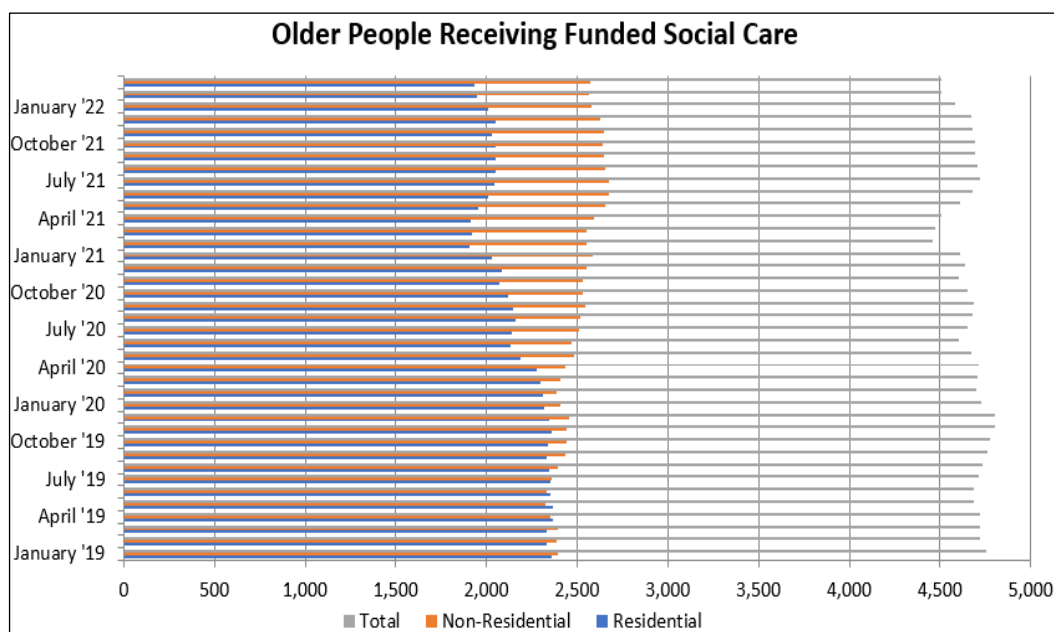
self-funders approach the County Council for an assessment so that they may benefit from the reforms. In addition, the reserve will support the County Council in managing any unforeseen market effects that may arise.

Proposed Carry Forward Requests

16. A number of carry forward requests have been actioned during the closing of the accounts, including the following item within the Adults Services Portfolio:

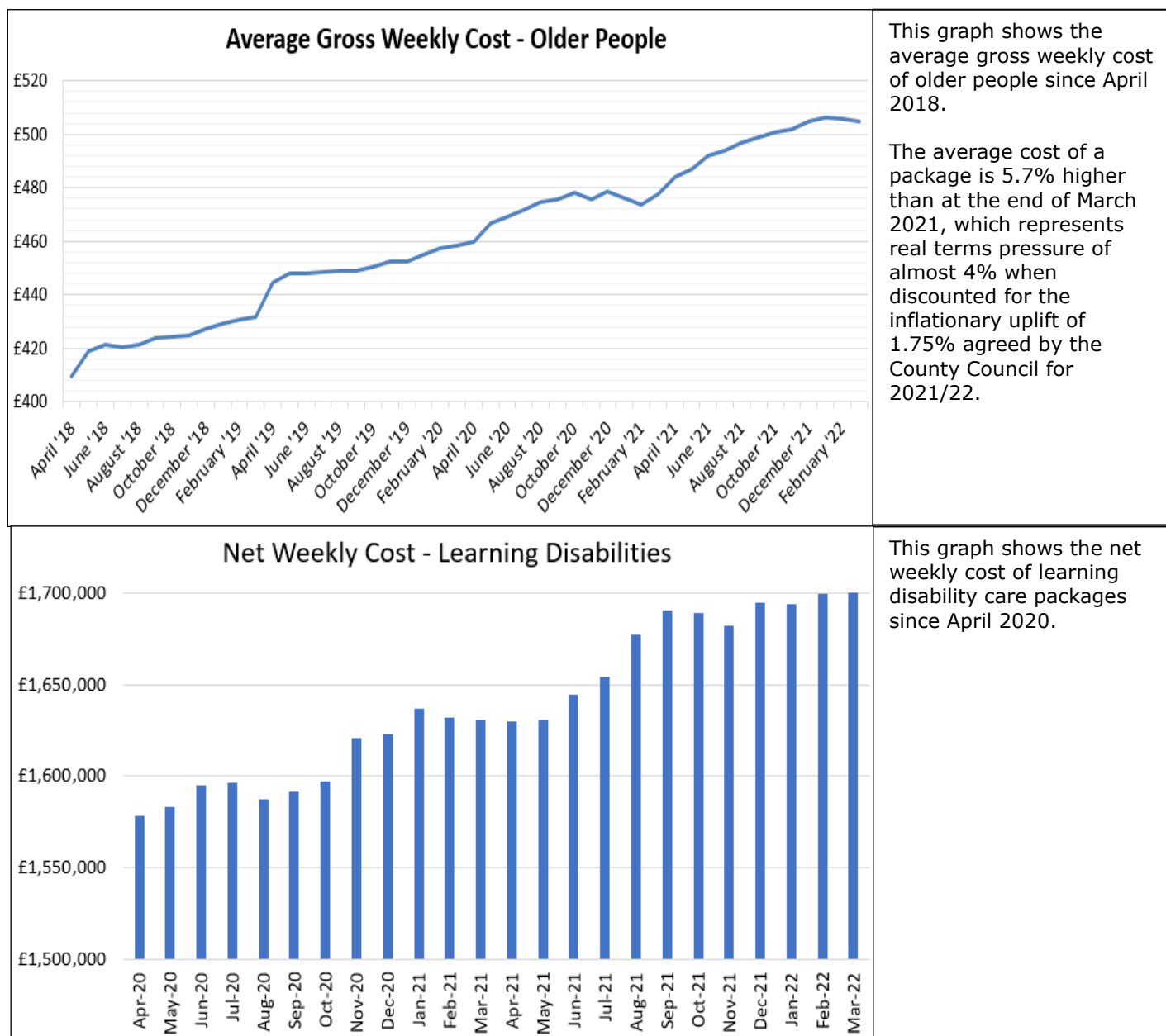
2021/22 Carry Forward Requests	Amount
Domestic Abuse Grant – A Decision (AS03 21/22) was taken in January 2022 which approved the Pan Sussex Domestic Abuse Accommodation and Support Strategy. Grant funding allocated to the County Council in 2021/22 has been carried forward to enable this work to be undertaken.	£1.498,174

Cost Driver Information



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

As at March 2022, there are 4,500 customers receiving funded social care; around 200 fewer than the corresponding figure pre-pandemic.



Savings Delivery Update

17. 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	March 2022		Narrative	2022/23
Lifelong Services (<i>Learning Disabilities</i>)	1,900	800	G		G
		1,100	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

Saving Activity	2021/22 Savings £000	March 2022		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 was mitigated from savings within the in-house services budget, mainly as a result of day services being 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. The impacts of Covid-19 and market-related factors overtook everything else, leading the older people's budget into a significant overspend in 2021/22. This made it impossible to evidence whether the saving had been achieved. 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	530	G	Savings to date from the additional capacity available in the Reablement contract.	G
		360	R	Capacity constraints due to provider staff shortages led to fewer additional hours of reablement being delivered than the County Council had sought. When the decision to increase investment in the contract was made in February 2021, funding was earmarked from the Improved Better Care Fund to mitigate the risk of under-performance in 2021/22, so it did not result in overspending.	A
Increase supply and use of shared lives carers (<i>Learning Disabilities</i>).	448	448	R Covid19	Recruitment and training of additional shared lives carers has taken place. Although this did not enable any additional placements to be made before 31st March, it is expected that it will mean the saving is delivered in full in 2022/23.	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

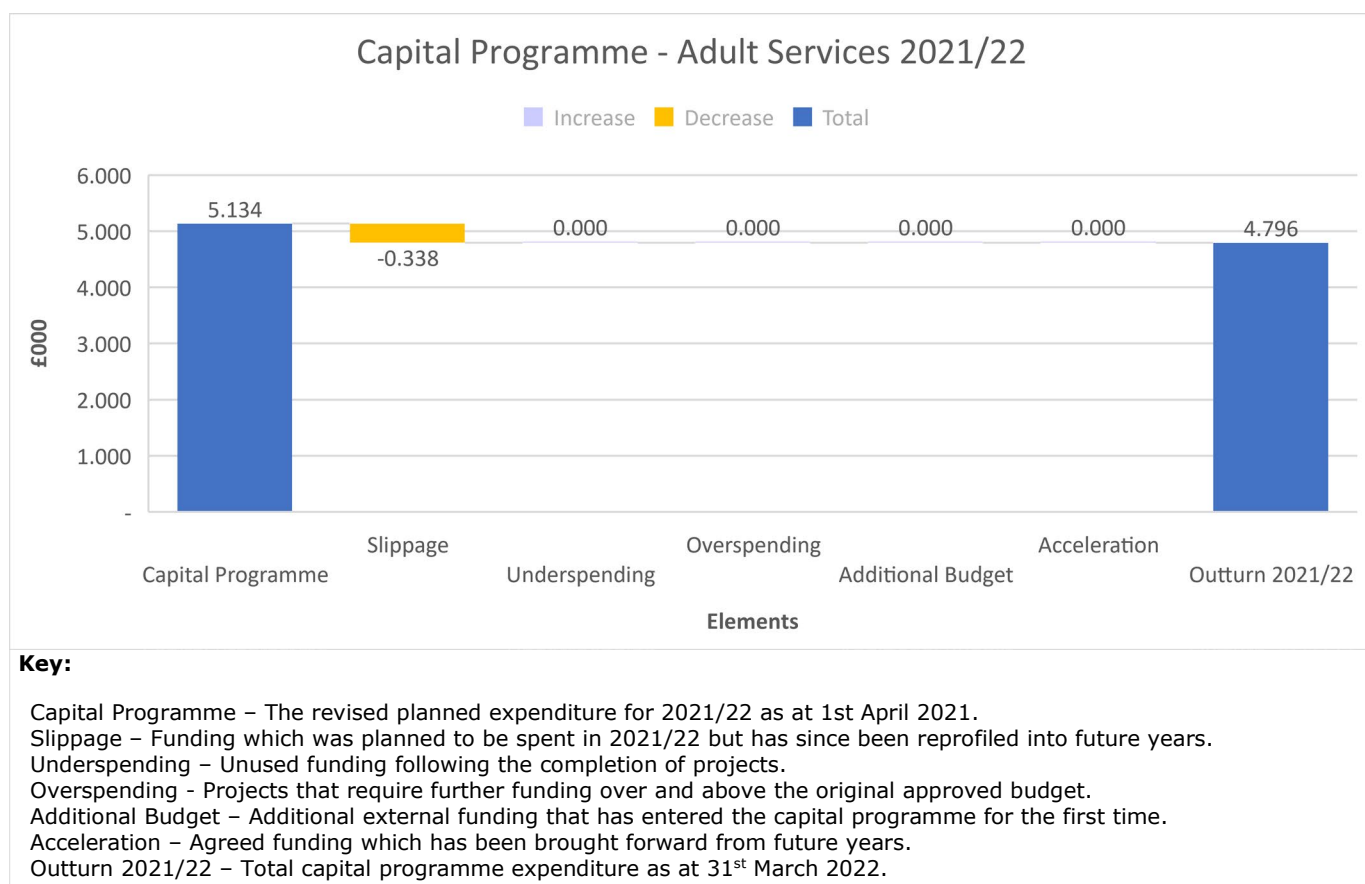
Performance Summary - Capital

18. 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 March	Reason	Latest RAG Status	Updated Position
Adults In-House Day Services Part B - Laurels	AMBER	Site completed and handed back to Service but close out works remain in progress.	AMBER	Project completed but some quality issues remain which are being managed as part of the aftercare process.
Adults In-House Day Services Part B – The Rowans	AMBER	Site completed and handed back to Service but close out works remain in progress	AMBER	Project completed but some quality issues remain which are being managed as part of the aftercare process.
Adults In-House Day Services Part B - Glebelands	AMBER	Site completed and handed back to Service but close out works remain in progress.	AMBER	Project completed but some quality issues remain which are being managed as part of the aftercare process.

Finance Summary - Capital

19. 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.
20. During the year, the Portfolio spent £4.796m, a reduction of £0.338m when compared to the profiled spend in December 2021.



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

- **Slippage: (-£0.338m). Movement since Q3 report: (-£0.338m).**
 - **Alinora Crescent – (-£0.020m)** – Small amount of slippage into 2022/23.
 - **Choices for the Future Part A – (-£0.187m)** - This project has completed. £0.187m has been reprofiled into 2022/23 whilst the final invoices are negotiated. It is likely there will be a small underspend that would be returned corporately.
 - **Choices for the Future Part B – (-£0.131m)** – This project is now complete with sites being handed back to the County Council. The contractor is completing the 'aftercare process' having agreed an extension of term to the contract.

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

Risk

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

Agenda Item 4
Annex B

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, Occupational Therapists), 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

24. 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 most recent Ofsted Monitoring Visit took place on 30th and 31st March 2022. The improvement noted by Ofsted in the quality of the service and performance within Children Young People and Learning was positive overall and demonstrates that we are continuing with our recovery as planned.
- The Commissioner who provides an independent scrutiny and monitors the service performance, has conducted a full review of the evidence of progress during 2021. He submitted his latest report to the Secretary of State in January 2022. In acknowledgement of the improvements that have been made by the Council, his report recommended that the Government remove the statutory direction for a Children's Trust, allowing Children's Service to remain within West Sussex County Council. His report outlined the steps taken by the Leader of the Council and the wider Council to ensure that Children's Services is properly supported and resourced to maintain the pace of improvement. His recommendation has now been approved by the Secretary of State which has put a stop to a Trust arrangement. This is a significant milestone on our recovery.
- The children's social care service has now been redesigned and configured to implement the Family Safeguarding model (phase 1) which includes more focused assessment teams and dedicated family support workers. The new service models have moved away from being centre-based and becoming more integrated, flexible, and able to maximise impact out in the community to reach our most vulnerable children, young people, and families. Demand in terms of child protection and children in care plans has safely reduced and remains stable.
- We have created space for increased understanding of performance data and shared learning across the Portfolio, with a particular focus on ensuring our culture is inclusive and child centred. We have strengthened governance arrangements through our Performance Management Framework, to ensure that more effective management oversight and scrutiny of practice improvements for children and families are embedded and sustained. This has resulted in improved performance outcomes in key parts of the service. For example, review child protection conferences, children looked after reviews, personal education plans and review health assessments.
- Workforce development activity has been implemented. This has resulted in levels of service remaining strong and largely unaffected by Covid-19 absences during quarter four.
- The quality assurance and performance frameworks are now embedded and are assisting in driving best outcomes for children and families. This was endorsed by Ofsted during the recent monitoring visit.

Agenda Item 4

Annex B

- Work on the integration of electronic recording systems which is a major programme of activity for 2022/23 has moved forward as planned. The contract has been awarded with work commencing in April 2022.

Our Council Performance Measures

Children & Young People		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
1	Percentage of re-referrals to Children's Social Care within 12 months of the previous referral	23.0%	Sep-21	Dec-21	Mar-22		Mar-22: Re-referrals have remained static and are within a range, which is not a concern. We have seen a significant rise in the number of referrals in March, which will again impact on our re-referral numbers.	There will always be a level of fluctuation within this area but will remain under scrutiny to ensure that if there are any significant increases that this will be reviewed, and any practice concerns addressed.
			29.6%	19.9%	23.0%	↓		
2	Percentage of Early Help Plans closed with outcomes met	72.0%	Sep-21	Dec-21	Mar-22		Mar-22: Lower than target but consistent with the levels achieved in the last 12 months.	Putting more focus on outcomes and closures and hopeful to see improvement on this target in the coming year.
			67.7%	68.1%	68.0%	↓		
7	Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index	10.0%	Sep-21	Dec-21	Mar-22		Mar-22: We have seen a small increase in this figure this month, though this has included three children who we have moved positively either back into West Sussex or into in-house provision.	The Entry to Care Panel is now established, and we have growing confidence that we are identifying the right placements for children.
			11.2%	9.8%	10.6%	↓		
8	Support for care leavers to achieve their aspirations – percentage of care-leavers aged 19-21 who are in Employment, Education or Training	64%	Sep-21	Dec-21	Mar-22		Mar-22: Positively this measure has shown some improvement consistent with this being a priority area for the service. Following work initiated in the Journey To Independence sub-group, we are now developing our joint working relationship with the Department for Work and Pensions (DWP), for example our young people can no longer be sanctioned without the Care Leavers service being spoken to- whilst not directly impacting on the EET figure this goes to show how we are trying to work across agencies and get the DWP to consider care leavers as a priority.	We have now agreed a new protocol between the DWP and the Care Leavers service which includes an increased coaching offer accessible to care leavers.
			54%	53%	57%	↑		
9	Positive outcomes on child protection in 12 months - percentage of Child Protection Plans that result in 'step-down' within 12 months	80.0%	Sep-21	Dec-21	Mar-22		Mar-22: We continue to see gradual improvement in this area but still requires a strong drive to improve.	The continued implementation of the Family Safeguarding approach, with its focus on trajectory planning with families, should support further improvement. Benchmarking with good and outstanding authorities will be taking place this year to sense check this target.
			66.4%	55.3%	70.0%	↑		

Finance Summary

Portfolio in Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure. (Covid-19 position is reported in Appendix 2)	£0.146m	Funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£0.146m)	
Placement costs for mainstream children	£2.550m	In-house residential staffing underspend	(£1.645m)	
Placement costs for children with disabilities	£1.170m	Staffing underspends within Social Care, Safeguarding Quality and Practice and Business Support teams	(£1.949m)	
Children we Care For non-placement costs	£2.550m	Reduction in Intentionally Homeless families requiring accommodation support	(£1.106m)	
Undelivered 2020/21 & 2021/22 savings	£0.256m	Early Help staffing underspend	(£0.930m)	
		Children First Improvement Fund underspend	(£0.090m)	
		Additional income in relation to unaccompanied asylum-seeking children	(£0.580m)	
		In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.260m)	
		Other minor variations	(£0.104m)	
Children and Young People Portfolio - Total	£6.672m		(£6.810m)	(£0.138m)

Key Financial Issues and Risks Arising

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Baseline	Q1	Q2	Q3	Q4	Action	Trajectory
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%	13.4%	↗	Despite improvements in the purchasing mix of placements for Children We Care For (CWCF) during Q2, this was not sustained during Q3 or Q4. 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 that cost avoidance has not materialised at the level expected. The trajectory remains red because of the three placement types highlighted, external residential is the most expensive and small changes in percentages can have a significant financial impact.
		% mainstream children in external foster care placements	25.5%	28.6%	28.1%	28.6%	26.4%	↘	
		% mainstream children in internal foster care placements	30.3%	28.3%	28.1%	28.5%	26.4%	↘	

Financial Narrative on the Portfolio's Position

2. The 2021/22 outturn position for the Children and Young People Portfolio budget is an underspend of £0.138m. This is a reduction of £0.638m when compared to the £0.5m overspend forecasted in December. The main movement during this period relates to a reduction in staffing expenditure.

Review of the 2021/22 Financial Year

3. The primary area of budget pressure for the portfolio has again been the cost of placements for Children We Care For. Despite the overall number of Children We Care For being lower than that estimated during the 2021/21 budget setting process, the proportion of children placed in more expensive external placement types has remained higher throughout the year than was forecast when the budget was set. This has led to an overspend of £2.550m against the mainstream placement budgets in 2021/22. The placement budgets for Children With Disabilities, overspent by £1.170m due to the significant costs involved in meeting the requirements of a small number of young people with highly complex needs. Overspends in both of these areas have been exacerbated by a combination of regulatory delays in re-opening the re-modelled Council's own residential homes and issues in recruiting sufficient staff in these homes to safely operate at full capacity.
4. Another area of significant overspend was in relation to non-placement costs for Children We Care For, such as transport from their placement to school, transport for family contact arrangements, support to enable kinship care, therapy etc. Initially the projected overspend was identified as expenditure on vulnerable children and families under Section 17 Children Act 1989 Children in Need, however an officer task and finish group looking into the issue discovered that the majority of expenditure has actually been in relation to these types of non-placement costs for Children We Care For. Despite implementing arrangements to improve the governance around this spend, the forecast remained high in the latter part of the year and ended as a £2.6m overspend. Although the 2022/23 budget has been increased by £0.8m in this area, given the size of the overspend in 2021/22, there is a risk that overspending will continue in the new financial year. Further work by officers to mitigate this projected overspend in the new financial year is underway.
5. There have been some mitigations in year. As previously reported, within the Early Help service a number of staffing positions remained vacant during the year, pending the implementation of the redesign which went live in January 2022. However, there have been a number of posts in the new structure which were not able to be appointed to and have remained vacant. This has led to an underspend of £0.9m despite absorbing the cost of redundancies arising from the re-design. Given the ongoing difficulties in recruiting to vacant posts, there is a likelihood that the Early Help service will again underspend in 2022/23.
6. The Council-run Children's Residential Service has continued to build on the new operating model implemented in 2020/21, however recruitment of staff to the re-opened homes has been slower than expected. This, combined with regulatory delays in re-opening the homes has meant that the service is not operating at full capacity, leading to an underspend of £1.6m at the end of the year.

7. The Portfolio underspent by £1.949m on staffing vacancies within Social Care and other key support teams. As at the end of March 2022, there were 23.25fte of social worker positions which were vacant and not covered by agency staff. This reflects the ongoing difficulty experienced throughout the year in recruiting and retaining social workers, including the lack of availability of agency workers to cover vacant posts. This vacancy gap, along with the cost of the revised social worker pay scales being less than forecast, has led to underspending on the social worker budgets.
8. Another area which has again underspent significantly this year is support for Intentionally Homeless families. The number of families receiving Council support was 30 in March 2021 and ended the year at 29 with minimal fluctuation in the numbers during the 12-month period. This led to an underspend of £1.1m at the end of the financial year. Despite this, all of the service intelligence in conjunction with the increase in the cost of living would indicate that this is unlikely to remain the case in 2022/23.
9. Despite the ongoing impacts of the pandemic, planned savings for the Children's budget have mostly either been delivered in full or temporarily mitigated through underspending. The two exceptions, which are relatively minor in value, are Early Help where following the public consultation process it was agreed to retain one further delivery point for the new service; and Intentionally Homeless where an initiative to use grant funding from Homes England to convert unused Council assets into accommodation for families ceased once the grant funding was withdrawn.

Children First Improvement Plan

10. The delivery of the Children First Improvement Plan was supported with a combination of both permanent and temporary funding totalling £9.0m in 2021/22. There was a small underspend of £0.090m at the end of the financial year.
11. This funding has continued to support the service to implement the improvements required, which has resulted in a revised Statutory Direction being issued in March 2022. This has meant that the implementation of a separate Children's Trust has been halted and the delivery of Children's Services in West Sussex will remain in the control of the Council. Whilst this decision is welcome and evidence of the excellent progress the Service has made on its improvement journey, the Children's Commissioner was keen to highlight that that progress must continue in his recommendation to the Secretary of State: -

"Clearly, in the view of the Commissioner, the overwhelming weight of the evidence considered for these purposes indicates that the progress in WSCC is on track and that the costs and disruption of introducing a trust now do not warrant the step. The picture is not a perfect one. It is again clear from this exercise that while all of the building blocks are now in place, there can be no avoiding the long, hard iterative work of driving relentlessly and collectively at granular practice improvement on a case by case, worker by worker level."

John Coughlan CBE, Commissioner for Children's Services in West Sussex

12. The funding approved for the Children First Improvement Plan within the 2022/23 budget is a critical dependency for the success of the service improvements that are currently underway.

Outlook for 2022/23

13. The budget remains subject to significant risk in 2022/23. The biggest unknown remains the number and mix of placements for Children We Care For and the resulting cost. Although the model upon which the 2022/23 budget was set used sound assumptions at that point, given the volatility relating to Children We Care For it only takes one or two placements to lead to further overspending. Indeed, at the end of February 2022, residential placement arrangements were agreed for specific complex placement at a cost of £0.024m per week. The average cost of an external residential placement is around £0.004m per week. Whilst the intention is that the care package implemented will enable the needs of the young person to de-escalate, if the arrangements do remain in place for the full financial year, then this one case alone will add a budget pressure of £1.4m in 2022/23. The Service continue to try to manage such pressures in the following ways –

- **Entry to Care Panel.** This panel, chaired by an Assistant Director, considers every child or young person for whom a placement is proposed. Amongst other things, the panel assesses whether there are potential alternatives to a placement and ensures that the type of placement proposed is the most appropriate for the needs of the child.
- **High-cost Placements Panel.** This panel is also chaired by an Assistant Director and involves senior managers from the service reviewing the high-cost placements to ensure that they are still required to meet the needs of the child, and to concentrate on a step down or exit plan.
- **Phase Two of the Fostering Service Review.** This will be implemented during 2022/23. The ambition is to increase the proportion of children placed with internal foster carers, hence reducing the reliance on external placements. Savings are anticipated to be generated from 2023/24.
- **Family Safeguarding.** The phased implementation of the new operating model of Family Safeguarding began in February 2022. One of the longer-term outcomes of the model is a reduction in the number of children taken into care. Financial efficiencies could begin to be generated from 2023/24. However, implementing this new operating model is a large-scale transformation programme and is dependent on additional one-off funding being awarded by the Department for Education (DfE) to enable the Council to proceed. The next phase is to begin recruiting workers who will focus on the adults in a family, which are critical roles to the success of the Family Safeguarding model. It is planned that these roles will begin to be filled in the Autumn of 2022.

14. Another significant unknown for 2022/23 is in relation to Intentionally Homeless. Although the eviction ban which was introduced during the pandemic was lifted in early 2021, the number of families receiving support from the Children's budget has not really changed. However, all of the service intelligence points to a problem which will become apparent at some point in the future. It is difficult to forecast exactly when and what the impact on the

Council's budgets may be – hence, this is an area which will remain subject to close monitoring in the new financial year.

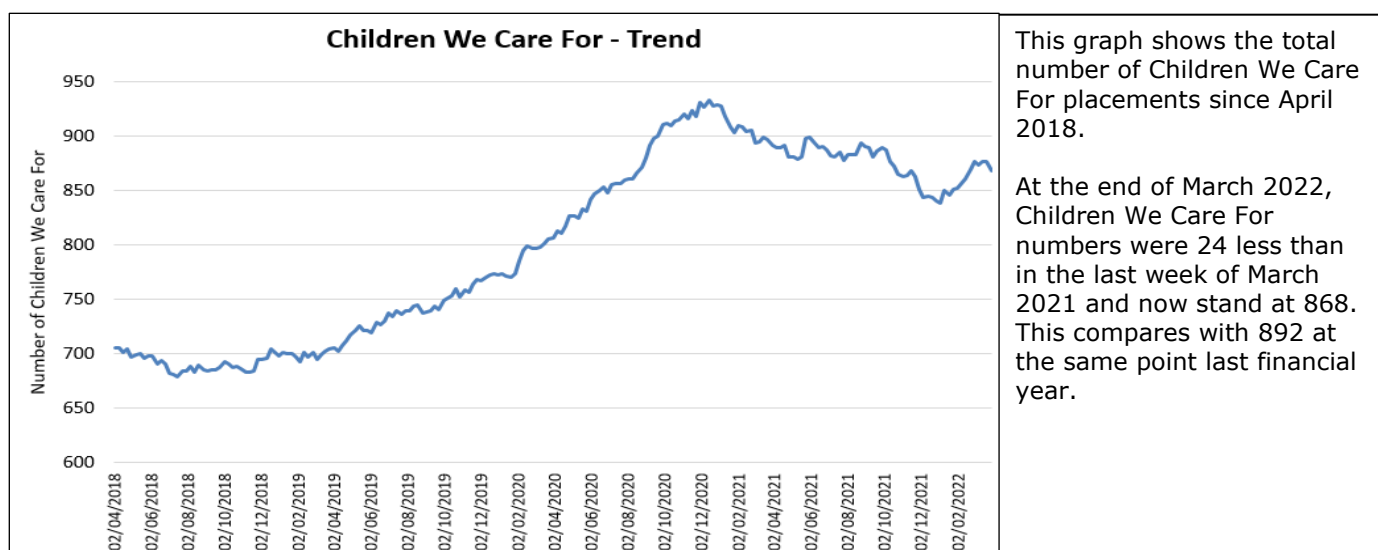
15. Although in 2021/22 the Children's budget ended more or less balanced, this was only possible due to some significant underspends mitigating the pressures as outlined above. While there is potential for some of the mitigations to continue in 2022/23, mostly due to staff recruitment difficulties, there is a financial risk that underspends will not materialise at the same level in 2022/23. In addition, further pressures caused by increasing energy and fuel prices may lead to providers requesting additional inflationary increases on their contracts. All of this means that 2022/23 will be another challenging year to manage within the allocated budget.

Proposed Carry Forward Requests

16. A number of carry forward requests have been actioned during the closing of the accounts including the following items within the Children and Young People's Portfolio:

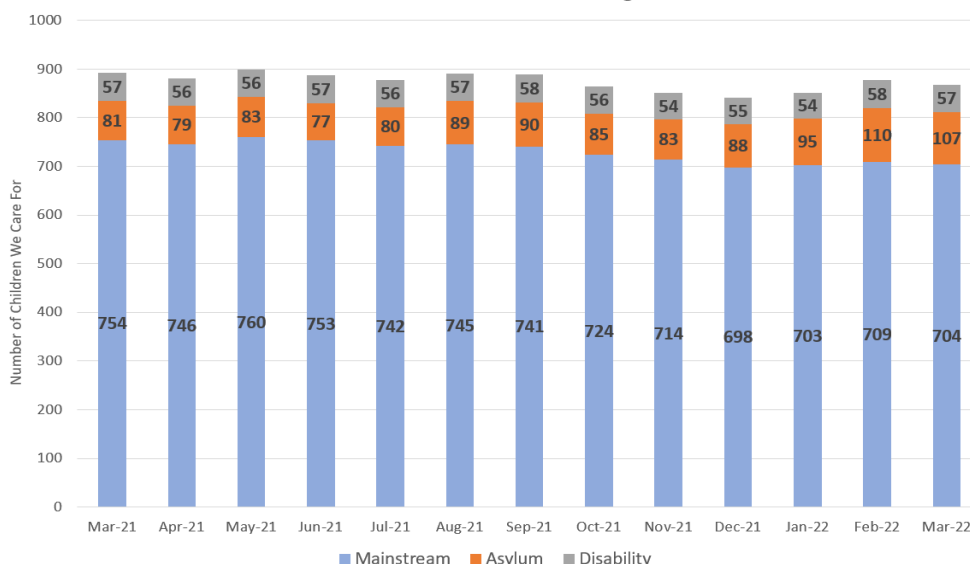
2021/22 Carry Forward Requests	Amount
Youth Justice Service – To fund projects including speech and language therapy, specific training and alternative education provision.	£40,000
West Sussex Safeguarding Children Partnership – To fund the implementation of an improvement plan in 2022/23.	£163,000

Cost Drivers Information



Agenda Item 4 Annex B

Children We Care For Volumes - Rolling 12 Months

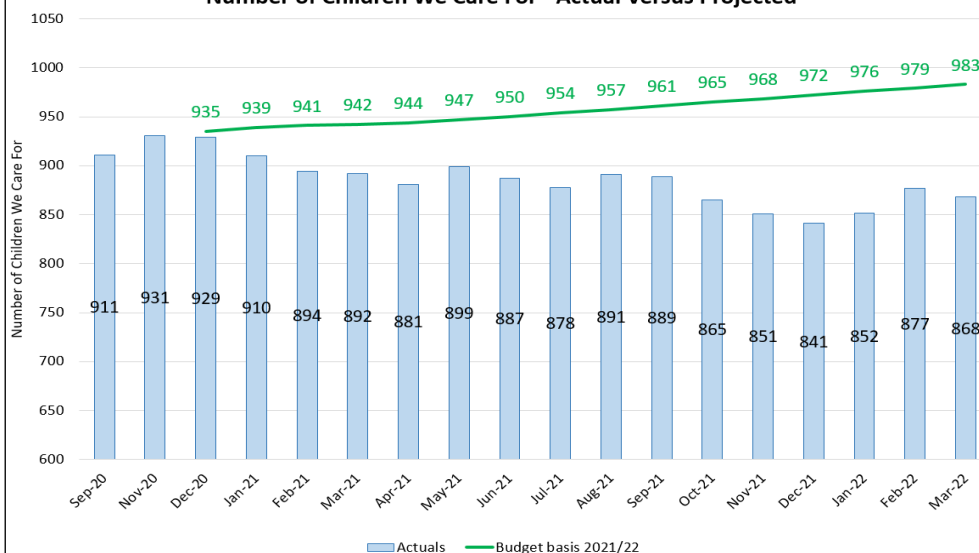


This graph shows the total number of Children We Care For placements by:

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

In line with the new mandatory National Transfer Scheme for Unaccompanied Asylum-Seeking Children, the number of UASC Children We Care For has increased. The Council's allocation under the National Transfer Scheme is 124.

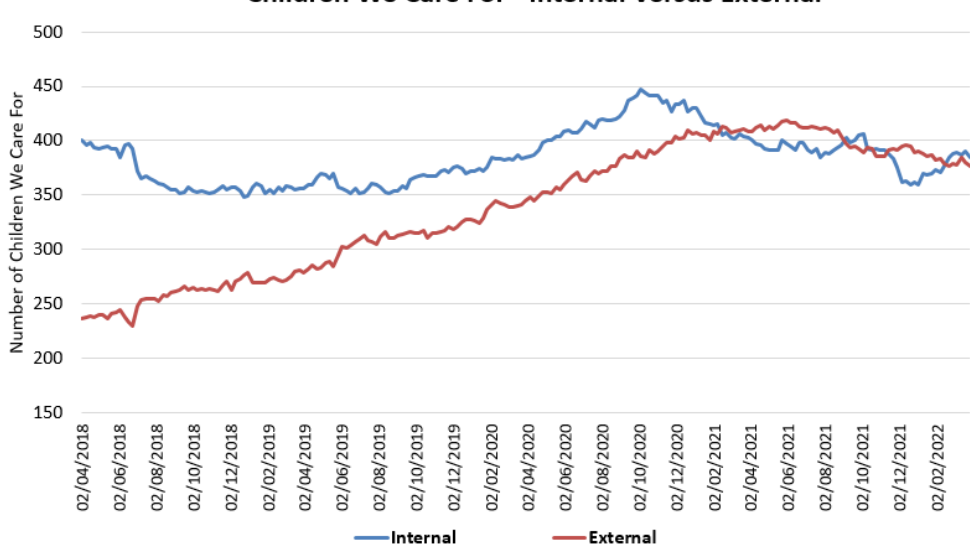
Number of Children We Care For - Actual Versus Projected



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 overspend reported.

Children We Care For - Internal Versus External



This graph shows the internal and external placement mix of Children We Look After since April 2018.

Savings Delivery Update

17. 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	March 2022		Narrative	2022/23
Lease of vacant properties to reduce intentionally homeless costs	150	44	G	£0.044m is the full year effect for one family who were accommodated under this scheme in 2020/21, plus the in-year saving from one further family moving from bed and breakfast accommodation into a 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 – Downlink or for WSCC. This £0.056m pressure has been addressed during the 2022/23 budget creation process.	Saving Removed

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
National House Project	250	250	G	The savings which were initially expected in Q4 of 2021/22 will not now be delivered until 2022/23, due to Covid-19 related delays in progressing the House project. The 2021/22 savings have been mitigated by other savings which have over-performed. There is a good level of confidence that this saving will be delivered permanently in 2022/23, along with the additional £0.750m target in 2022/23	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	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. This saving has been 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		B
Improved commissioning for children's social care service - 16+ step down	1,800	450	B		B
Improved commissioning for children's social care service - 16+ recommissioning		100	B		B

Agenda Item 4 Annex B

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
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. Unfortunately, this saving was not achieved in full in 2021/22, however it has been mitigated 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	B		B
Improved commissioning for children's social care service - U16 step down to fostering		200	G	This saving has been mitigated in year through other commissioning initiatives which are over performing; however, it is expected to be delivered in 2022/23 through the commissioning work currently underway.	G
Early help restructure (Year 2 savings)	550	450	B	The Early Help redesign has now been implemented; hence the saving target can be marked as delivered. The increase in the number of delivery points means that the cost of the new service will be more than previously modelled, leading to a shortfall in savings in 2021/22. This £0.1m pressure has been mitigated within the 2022/23 budget.	B
		100	R		Saving Removed
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.	Saving Removed
Increased grant funding towards support for unaccompanied asylum-seeking children	450	450	B		B
Review of agency staff	231	231	B		B

Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

Capital Programme

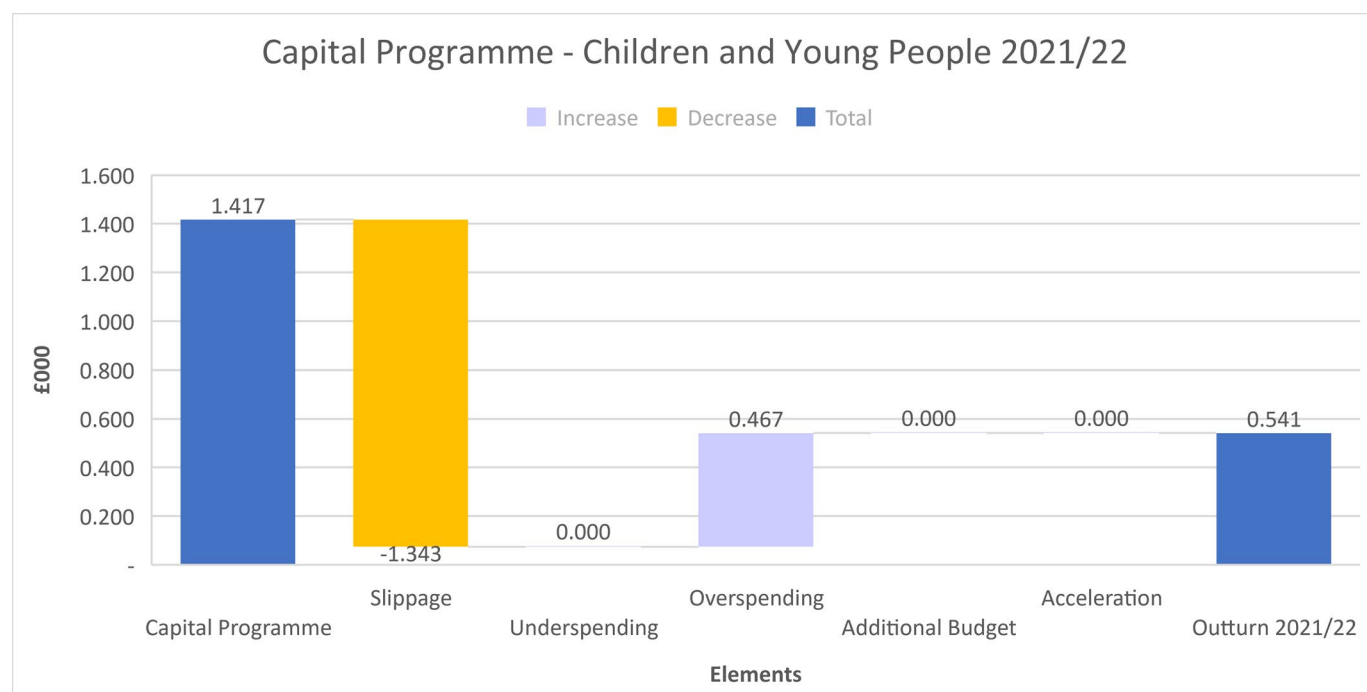
Performance Summary - Capital

18. 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 March	Reason	Latest RAG Status	Updated Position
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	Feasibility study underway to assess alternative accommodation for required decant.
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	Feasibility study underway to assess alternative accommodation for required decant.
Children's In-House Phase 2 – Orchard House	AMBER	There is a dependency with schemes at High Trees & Teasel	AMBER	Feasibility study underway to assess alternative accommodation for required decant.

Finance Summary - Capital

19. 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.
20. During the year, the Portfolio spent £0.541m, a reduction of £1.333m when compared to the profiled spend in December 2021.



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.
Outturn 2021/22 – Total capital programme expenditure as at 31st March 2022.

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

- **Slippage: (-£1.343m). Movement since Q3 report: (-£1.343m).**
 - **Orchard House – (-£0.771m)** – Delays during the design stage have led to delays with this project. Construction works expected to commence in 2022/23.
 - **Teasel Close – (-£0.129m)** – Delays during the design stage have led to delays with this project. Construction works are expected to commence in 2022/23.
 - **High Trees – (-£0.292m)** – Delays during the design stage have led to delays with this project. Construction works are expected to commence in 2022/23.
 - **May House – (-£0.074m)** – Small amount of budget transferred into 2022/23.
 - **Seaside – (-£0.062m)** – Small amount of budget transferred into 2022/23.
 - **East Preston and Cissbury Lodge – (-£0.015m)** – Small amount of budget transferred into 2022/23.
- **Overspending: £0.467m. Movement since Q3 report: £0.010m.**
 - **Brick Kiln - £0.010m** – Project is complete with a small overspend. The additional £0.010m of budget funded by borrowing has been added to the project to cover the additional cost.

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

Risk

23. 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 .	15	15

Risk No.	Risk Description	Previous Quarter Score	Current Score
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	12

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

Learning and Skills Portfolio - Summary

Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
 - Ofsted inspections of schools demonstrate that by the end of March 2022, 88.8% of schools were judged to be either Good or Outstanding and this was an all-time high. The number of children attending Good or Outstanding schools rose again and reached 89.3%, 1.3% above the target set for the end of the year.
 - The proportion of young people not in education, employment, or training as at the end of February 2022, the latest data available, stood at 2.3% with an additional 3.6% unknown. This gives a combined figure of 5.9% which compares to a national figure of 4.6% and a figure of 5.1% across the Southeast. It shows fewer young people are NEET or unknown than the target of 7% set and also represents an improvement of 1.4% in West Sussex against the same period in 2021.

Our Council Performance Measures

Learning and Skills		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
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%	2019/20	2020/21	2021/22		Mar-22: 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.
			66.2%	72.2%	75.2%	↗		

Learning and Skills		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
25	Percentage of schools with OFSTED rating 'good' or 'outstanding'	88.5%	Sep-21	Dec-21	Mar-22		Mar-22: The total for West Sussex schools that are judged good or outstanding has risen slightly and is now at with a recent all time high of 88.8%. This figure is 0.4% higher than the equivalent figures shown in the previous month, with one secondary school becoming good from requires improvement since last month. For March 2022, the percentage for each school phase is as follows: Primary Schools = 87.7%; Secondary Schools = 92.1%; Special Schools = 100%	Ofsted inspections, which had been suspended during the main part of the Pandemic, and due to national and local lockdowns had only just restarted in September 2021, and a growing number of schools have been inspected during the current academic year and, therefore, this is the latest position.
			87.6%	88.4%	88.8%	↗	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 current academic year and, therefore, this is the latest position.	
26	Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools	88.0%	Sep-21	Dec-21	Mar-22		Mar-22: The total for West Sussex pupils in schools that are judged good or outstanding has improved again this month. This figure is 1.3% higher than the equivalent figure shown in the previous month and is at an all time high of 89.3%. One secondary school was rated good from requires improvement since last month For March 2022, the percentage for each school phase is as follows: Primary Schools = 86.3%; Secondary Schools = 93.1%; Special Schools = 100%	Ofsted inspections, which had been suspended during the main part of the Pandemic, and due to national and local lockdowns had only just restarted in September 2021, and a growing number of schools have been inspected during the current academic year and, therefore, this is the latest position.
			86.6%	87.6%	89.3%	↗	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 current academic year and, therefore, this is the latest position.	
27	Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2	64.0%	2017/18	2018/19	2019/20		Mar-22: No results collected for 2021 due to the pandemic	The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement. Additional school led improvement projects are used to support schools in difficulty, where teaching and leadership requires additional support to improve, and where outcomes for pupils are too low.
			55.0%	61.8%	62.7%	↗		

Agenda Item 4 Annex B

Learning and Skills		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
28	Average attainment 8 score of students at Key Stage 4 including English and Maths Reporting Frequency: Annually	47.5	2019/20	2020/21	2021/22		Mar-22: 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.
			46.9	50.3	51.6	↗		
29	Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2 Reporting Frequency: Annually	24.0%	2017/18	2018/19	2019/20		Mar-22: No results collected for 2021 due to the pandemic	Closing the gap that exists between disadvantaged students and their non disadvantaged peers remains a key priority nationally and for the local authority. As part of the covid recovery plan, the government have provided a national tutoring programme to provide additional support for children who may have fallen behind along with access to computers for those disadvantaged pupils who had more restricted access to technology at home. The local authority is not engaged in this directly as the relationship has been established directly between central government and schools. West Sussex County Council has provided a broad programme of professional development and support to schools which has included training courses, networks and a school to school led programme of training and support, targeted at those schools with a high differential between outcomes for disadvantaged and their non disadvantaged peers. This has involved an external partner.
			23.3%	23.4%	25.3%	↘		

Learning and Skills		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
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%	Dec-21	Jan-22	Feb-22		Mar-22: The County Council's target is to reduce the percentage of NEET/Not Known young people to 5.0% by 2025. For 21/22 the combined target is 7.0% for the 3-month period Dec-Feb. The latest validated 3-month average is available: The NEET (Not in Employment, Education or Training) figure stands at 2.04% and the current Not Known figure is 3.95%. The combined figure, of 5.99%, is an improvement of 1.67% from 2020/21. Compared to England combined figure of 4.72% and the South East, 5.45% is currently worse than those areas, but the gap has narrowed from 2.18% and 1.25% for national and South East, respectively, to 1.27% and 0.46%, respectively. West Sussex is now ranked 126th out of 152 local authorities, up 11 places from last year, but is in the top quintile for improvements of all authorities since 2020/21 and is the 9th most improved in relation to County Local Authorities. Although our Not Knowns are currently higher than most of our statistical neighbours, the improvements to collection of data and relationships with schools, colleges and other establishments has seen a marked improvement and is lower than the 3-month 21/22 target of 7.0% combined.	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.
			6.6%	5.5%	6.0%	↓		

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure. (<i>Covid-19 position is reported in Appendix 2</i>)	£1.767m	Funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£1.767m)	
Home to School Transport costs; predominantly Special Educational Needs	£2.581m	Staffing vacancies within the School Effectiveness Service and Early Years' Service	(£0.244m)	
Undelivered 2020/21 and 2021/22 trading services (£0.150m) and home to school transport savings (£0.037m)	£0.212m	Staffing vacancies within Inclusion and School Crossing Patrol Service	(£0.250m)	
		Staffing vacancies within Schools Services team and School Crossing Patrol Service	(£0.202m)	
		In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.090m)	
		Other minor variations	(£0.369m)	
Learning and Skills Portfolio - Total	£4.560m		(£2.922m)	£1.638m

Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Baseline (March 2020)	Q1	Q2	Q3	Q4		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 (11.4%)	200 (10.0%)	207 (10.0%)	230 (11.0%)	↗	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.	↗
			No of pupils with EHCP transported to a special school	1,240 (67.8%)	1,265 (64.6%)	1,299 (65.0%)	1,334 (64.6%)	1,316 (62.8%)	↘		
			No of pupils with EHCP transported to independent placements	381 (20.8%)	468 (24.0%)	500 (25.0%)	525 (25.4%)	549 (26.2%)	↗		
			Total no of pupils with EHCP transported	1,828 (100%)	1,957 (100%)	1,999 (100%)	2,066 (100%)	2,095 (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, 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%)	1,421 (67.8%)	↗	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%)	563 (26.8%)	↘		
			No of pupils with EHCP transported by parents	54 (2.9%)	101 (5.2%)	108 (5.4%)	114 (5.5%)	111 (5.3%)	↘		
			Total no of pupils with EHCP transported	1,828 (100%)	1,957 (100%)	1,999 (100%)	2,066 (100%)	2,095 (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	£57.3k	↗	Accessible minibuses (including escort) can easily cost £220 per day with a few up to £300. We are starting to experience Inflationary pressures due to increasing fuel and staffing costs which are evident in the Q4 average daily cost.	↗
			Current daily cost of SEND external escort provision across all provision	Average 2020/21 £10.6k	£11.3k	£11.3k	£10.9k	£11.9k	↗		

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

Key Financial Issues and Risks Arising		Narrative	Cost Driver	Baseline (March 2021)	Q1	Q2	Q3	Q4	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%)	1,921 (30.1%)	↗	West Sussex has significantly less learners with EHCPs in their mainstream secondary schools than the national picture. A small specialist outreach team has therefore been created as a two-year pilot to support the inclusion of these learners in their local mainstream school.
			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%)	2,273 (34.9%)	↘	
			No of pupils with EHCP in independent placements	615 (10.0%)	647 (10.4%)	669 (10.5%)	688 (10.8%)	715 (11.0%)	↗	
			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%)	1,215 (18.7%)	↘	
			No of pupils with EHCP in other placement type	254 (4.2%)	314 (5.0%)	246 (3.9%)	272 (4.3%)	319 (4.9%)	↗	
			Total no of pupils with EHCP	6,111 (100%)	6,243 (100%)	6,357 (100%)	6,391 (100%)	6,510 (100%)	↔	
5	Increase 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%)	39 (2.0%)	↗	The higher level of increased placements in the independent sector is largely due to lack of capacity in WSCC's settings. 84 additional places were made available from September 2021, but the increased capacity at a number of special schools has only been achievable through the hire of expensive temporary classrooms. Whilst new building work is planned this will take time and therefore in the medium term, it is expected that the number of independent sector placements will continue to rise at a faster rate.
			Increase in no of pupils with EHCP in special school / SSC	177	17 (0.8%)	122 (5.6%)	118 (5.4%)	107 (4.9%)	↘	
			Increase in no of pupils with EHCP in independent placements	51	32 (5.2%)	54 (8.8%)	73 (11.7%)	100 (16.3%)	↗	
			Increase in no of pupils with EHCP in post school placements	91	-25 (-2.2%)	182 (16.1%)	99 (8.8%)	88 (7.8%)	↘	
			Increase in no of pupils with EHCP in other placement type	22	60 (23.6%)	-8 (-3.1%)	18 (7%)	65 (25.6%)	↗	
			Total increase in no of pupils with EHCP	500	132 (2.2%)	246 (4.0%)	280 (4.5%)	65 (25.6%)	↔	
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	£47.5k	↘	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 2021/22 outturn position for the Learning and Skills Portfolio budget is an overspend of £1.638m. This is a reduction of £0.219m when compared to the £1.857m overspend forecasted in December. The main movement during this period relates to a reduction in staffing expenditure and other minor variations.

Review of the 2021/22 Financial Year

3. The Home to School Transport service overspent by £2.618m over the last year. Within this total, the mainstream transport provision overspent by £0.509m. This was made up of a combination of factors including increased growth in the number of routes provided, higher demand for season tickets and price increases over and above the inflation rate allocated in the budget. The higher inflation rates were largely made of payments to contractors for increased pay costs.
4. SEND transport provision overspent by £2.160m. This was due to a number of different factors:
 - Increased demand for taxi and escort transport provision as a result of the continuing increase in the number of children with an Education and Health Care Plan (£1.563m),
 - Increased use of the internal fleet (£0.349m). Without the use of the internal fleet the cost of those routes would have been £0.2m higher.
 - Increase in the cost of transport provision provided to pupils attending the West Sussex Alternative College (£0.096m). The level of costs that can be charged to the DSG High Needs block is fixed at an historic level and therefore any additional expenditure falls to the County Council to pick up.
 - The net cost of recoupment activity (transport provided to pupils travelling across the county boundaries) resulted in a further overspend of £0.115m.
 - The non-delivery of £0.037m of the planned £0.5m transport savings.
5. In terms of Post-16 transport provision, there was a small net underspend of £0.051m mostly due to an accounting adjustment relating to a prior year commitment.
6. School trading income has not grown significantly over recent years due to the Covid-19 pandemic. This has had an adverse effect on the ability to generate the £0.175m increase in income savings. Although a number of new traded income streams have been developed, the additional income generated in 2021/22 was offset by a £0.1m under collection on teacher training income from schools (when compared to 2018/19 levels).
7. To help mitigate these overspending pressures, other service areas have tried to reduce spending on non-essential items and hold staff vacancies where possible. These underspends included:

- Staff underspending within the School Effectiveness Service (£0.157m) and Early Years' Service (£0.087m) due to vacancies being held ahead of directorate re-structure,
- Staff underspending within the Inclusion Service (£0.250m) largely due to delays with recruiting to new posts at the beginning of the financial year,
- Staff underspending within Schools Services team (£0.102m) partly due to maximising administration charge against Holiday and Activities Fund and School Crossing Patrol Service (£0.100m) due to vacancies throughout the year.

Dedicated Schools Grant (DSG)

8. The Dedicated Schools Grant (DSG) allocation after academy recoupments and deductions in 2021/22 totalled £471.5m and was made up of four separate funding blocks: Schools block (£371.3m), High Needs block (£96.2m), Central School Services block (£6.8m) and Early Years block (£51.1m).
9. The balance on the Dedicated Schools Grant reserves at the beginning of the 2021/22 financial year stood at -£10.388m deficit. After allowing for the estimated £7.0m High Needs budgeted shortfall for 2021/22 and the retrospective adjustment to the Early Years 2020/21 DSG allocation of £0.357m made in November 2021, the December 2021 balance in reserves stood at a deficit of £17.745m.
10. The final position on the DSG in 2021/22 was an overspend of £7.759m. The main variations across the four DSG funding blocks were as follows.

Dedicated Schools Grant – 2021/22	Variation £m
Early Years Block	
• Early Years Providers – £0.720m underspending offset by £0.620m reduction in DSG funding announced in Jan 2022	-0.100
• Centrally Retained – Staffing underspends in Early Years teams	-0.194
Early Years Block Total	-0.294
High Needs Block	
• Independent and Non-maintained Schools – The 21/22 budget that was set allowed for 666 places. By the end of the year 715 children with an EHCP were actually being placed in the independent sector.	+3.651
• Commissioned College Placements and Alternative Provision	-0.233
• Post-16 SEND College Placements – The number of additional placements incurring a cost have increased by 53 during the year. (This compares to a budgeted increase of 17 placements).	+1.240

<ul style="list-style-type: none"> • Post-16 Specialist Independent Provider Placements – Numbers have increased by 18 during the year (compared to a budgeted increase of 3). 	+0.696
<ul style="list-style-type: none"> • Exceptional Needs and Top Up Funding – Increased number of ENF allocations and mainstream top-ups. 420 placements attracted ENF funding in 21/22 compared to 292 allowed for in the budget. 	+1.625
<ul style="list-style-type: none"> • Additional placements at two special school academies 	+0.563
<ul style="list-style-type: none"> • Specialist Support – Significantly higher level of spend on NTAS and SENSE learning packages where children may otherwise have been out of school. 	+1.387
<ul style="list-style-type: none"> • Support for Schools: <ul style="list-style-type: none"> ➢ Additional portacabins at St Anthonys and Manor Green College ➢ Schools in Financial Difficulty ➢ Area Inclusion and Improvement Boards ➢ Contribution to residential disability homes ➢ Staffing underspends within Virtual School ➢ Staffing underspends within Inclusion Service and Pupil Entitlement 	+0.392 -0.211 -0.081 -0.135 -0.132 -0.158
High Needs Block Total	+8.604
Schools Block	
<ul style="list-style-type: none"> • Support for Schools: <ul style="list-style-type: none"> ➢ Growth Fund – Unspent funds within £2.5m allocation ➢ Rates – Actual rates bills in excess of estimates less refunds for academy conversions during the year ➢ Property costs 	-0.031 -0.010 -0.054
<ul style="list-style-type: none"> • Other De-delegated Services - Underspendings within Free School Meals Eligibility Checking Service, and cover for professional associations 	-0.036
<ul style="list-style-type: none"> • General Duties – Underspending on redundancies budget due to very few school restructures during the year 	-0.300
Schools Block Total	-0.431
Central Block	
<ul style="list-style-type: none"> • Support for Schools: <ul style="list-style-type: none"> ➢ Admissions legal costs ➢ Staffing underspendings within Pupil Entitlement (Admissions and Investigations teams) ➢ Staffing overspendings within Capital Planning Team 	-0.048 -0.118 +0.046
Central Block Total	-0.120
Total	+7.759

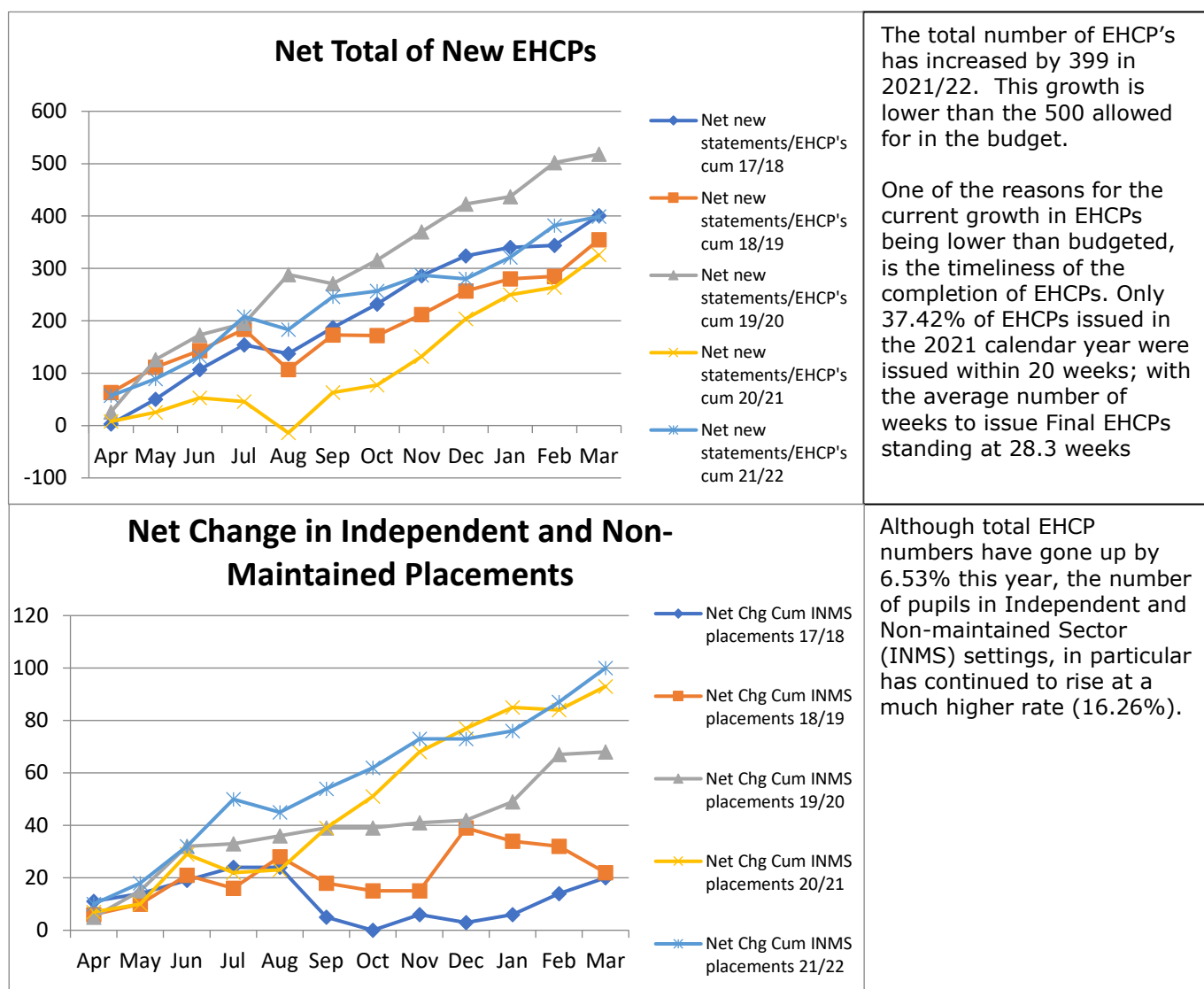
11. As a result of the £7.759m overspending, there is now a deficit of £25.504m within the DSG reserves at the end of 2021/22.

	DSG Unusable Reserve £m
December 2021 Balance	-17.745
Early Years Block Underspending	0.294
High Needs Block Overspending	-8.604
Schools Block Underspending	0.431
Central Block Underspending	0.120
2021/22 Year End Balance (Deficit)	-25.504

12. The DSG conditions of grant require all Local Authorities with a deficit to submit a plan for managing it to their Schools Forum.

Cost Driver Information

13. 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.
14. When the 2021/22 budget was set the overspending on High Needs this year was projected to be £7.0m, but this has increased by a further £8.6m over the last year. This is mainly due to the increased number of children being placed in high-cost independent placements, additional expenditure on specialist support and increased costs in mainstream settings despite the numbers being placed in this sector being lower than expected.
15. Between April 2015 and March 2021, the number of pupils with an Education, Health and Care Plan (EHCP) increased by 2,688 (78.5%) from 3,423 to 6,111. During 2021/22, this number has risen by a further 399.
16. 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 LAs, has been supporting a new cohort of young people aged 19-25 for which they have received no additional funding.



Savings Delivery Update

17. 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	March 2022		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	March 2022		Narrative	2022/23
Home to school transport – increased internal fleet	300	300	G		G
Home to school transport – greater taxi competition	200	163	G	£0.163m saving has been achieved through some keener pricing, this is lower than the £0.2m target.	G
		37	R		R
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

Capital Programme

Performance Summary - Capital

18. There are 45 schemes within the portfolio; 31 of the schemes in delivery are rated green, indicating that the schemes are progressing as planned, eight 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.

19. An update on the progress of the schemes rated red and amber are detailed in the table below.

Scheme	RAG Status at 31 st March	Reason	Latest RAG Status	Updated Position
Burgess Hill Northern Arc Secondary School	RED	Additional requirement for SEND Support Centre and target price.	RED	Time and cost pressures being reviewed.
Edward Bryant Special Support Centre	AMBER	Cost estimate following Feasibility higher than expected.	AMBER	Options being considered.
Forest School Co-Ed works	AMBER	Cost estimate following Feasibility higher than expected.	GREEN	Additional funding approved.
Maidenbower Infants - Special Support Centre	AMBER	Additional scope requires additional funding.	AMBER	Service to submit Change Request.

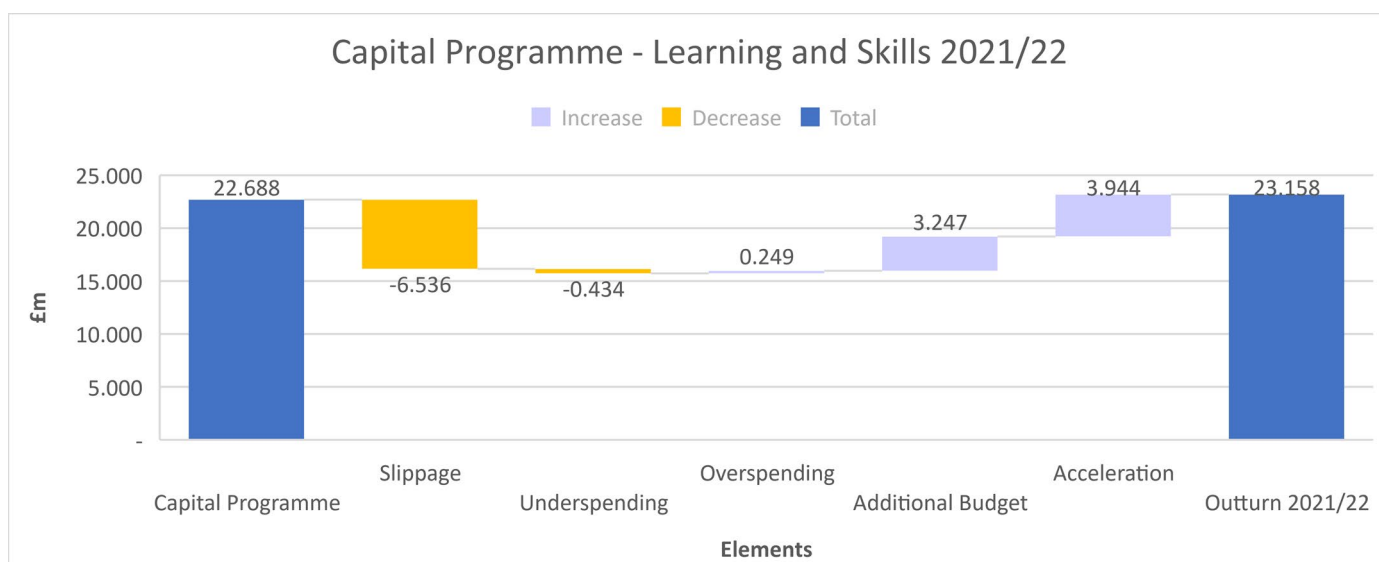
Agenda Item 4

Annex B

Scheme	RAG Status at 31 st March	Reason	Latest RAG Status	Updated Position
Midhurst Rother College	AMBER	RIBA stage two cost increase.	GREEN	Key Decision approved providing required additional funding.
Nyewood CoE School	AMBER	Project completed - Small overspend to be rectified.	AMBER	Awaiting Change Request for additional funding.
Palatine SEN Primary School (Design)	RED	Planned completion date not achievable due to planning delays.	RED	
Parklands Primary	RED	Defects.	RED	Defect management to continue until August 2022.
QEII Silver Jubilee School	RED	Cost Pressures.	RED	Options being considered.
S106 Infrastructure Budget Programme	AMBER	Cost Pressures.	AMBER	Options being considered.
S106 Forest School AWP	AMBER	Water Neutrality statement not accepted resulting in delay.	AMBER	
S106 Slinfold - Design Stage	AMBER	September 2022 delivery at risk due to delays with the school bringing forward requirements.	AMBER	Options being considered.
Safeguarding Programme	AMBER	Final account indicates overspend, mainly due to work at Sheddingdean Primary School.	AMBER	Awaiting Change Request for additional funding.
Woodgate Primary School	AMBER	Project completed but issue with the safeguarding line of fencing.	AMBER	Options being considered.

Finance Summary - Capital

20. 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.
21. During the year, the Portfolio spent £23.158m, a reduction of £3.484m when compared to the profiled spend in December 2021.



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.
 Outturn 2021/22 – Financial year capital programme expenditure.

22. Details of the main movements of the financial profiling within the capital programme between December and March are as follows:

- **Slippage: (-£6.536m). Movement since Q3 report: (-£4.152m).**
 - **Community Schools Capital Maintenance Grant: (-£0.773m).**
This project has reprofiled due to several factors including materials shortage, procurement delays and schemes being reprocurd. These have had a knock-on effect in delays for getting on site.
 - **S106 Infrastructure Programme - (-£0.808m)** – This block allocation is made up of twenty projects, there has been delays in relation to design, procurement, planning and reworking the scope of projects therefore £0.303m has been reprofiled into future years.
 - **Burgess Hill Northern Arc, West of Chichester and Pease Pottage Primary School – (-£0.310m)** - These projects are developer led school therefore WSCC's role in the project is as a technical advisor only. £0.310m has been reprofiled into future years due to delays which has resulted in no designs being submitted, hence no costs being incurred as we have no designs to review.
 - **Forest Boys School – (-£0.350m)** – Funds has been reprofiled into 2022/23, due to the works on Phase Two science labs taking longer than first anticipated.
 - **St Margaret's SSC – (£-0.235m)** - Funds has been reprofiled into 2022/23 due to delays in the design stage of the project

- **Section 106 FFE & IT – (£-0.178m)** – These works are being managed directly by the schools; works have not progressed as quickly as we were informed.
- **Palatine – (-£0.176m)** – This project has been reprofiled into future years due to delays in planning, design & procurement
- **Various Projects – (£1.322m)** – Balance of remaining slippage covering various Basic Need, S106 and Special Schools Sufficiency projects within the Portfolio.
- **Underspending: (-£0.434m). Movement since Q3 report: (-£0.024m).**
 - **Héronsedale: -£0.024m.** Project has completed and under budget therefore the remaining grant funding has been returned to SEND pipeline to help fund future projects.
- **Overspending: £0.249m. Movement since Q3 report: £0.249m.**
 - **Safeguarding in schools - £0.191m.** Works have overspent resulting in an additional £0.191m being spent in 2021/22.
 - **Warden Park, Cornfield and Whytemead Primary - £0.058m -** Small overspends on projects resulting in an additional £0.058m being spent in 2021/22.
- **Additional Budget: £3.247m. Movement since Q3 report: £0.000m.**
- **Acceleration: £3.944m. Movement since Q3 report: £0.443m.**
 - **Schools Access Initiative: £0.199m.** Funding has been accelerated due to an increase in requests from schools being higher than first anticipated.
 - **Devolved Formula Capital Grant: £0.244m.** This budget is held by individual schools. This year schools have spent more than we anticipated and therefore the programme has been adjusted.

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

Risk

24. 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.

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

- With the continued challenges for safe and well visits we have focussed on conducting sustained post fire activity in and around the communities where fires have occurred. This is proving beneficial with a number of additional referrals and fire safety checks being undertaken by our crews and volunteers.
- To supplement our full fire safety audits, our frontline crews are now conducting business fire safety checks in low-risk high street premises like shops and take-aways. These are premises that would otherwise not attract an inspection by the fire service, but the early indication is that this activity is yielding some positive risk reduction results and helping our partner agencies with other regulatory issues such as housing and environmental health.
- The new joint fire control centre continues to deliver improvements with the latest changes to the mobilising system helping to improve appliance attendance times. We have also approved a new working group to begin to look at future technology that will further assist the reduction in mobilising times and wider operational awareness for control.
- Now that the Community Risk Management Plan (CRMP) has been approved and launched we are busy planning the implementation to ensure that the key proposals and objectives of the plan are delivered in a prioritised and timely way. Starting with the extension of the day crewed system and review of the retained duty system we anticipate these two projects will contribute significantly to the improved availability, resilience, and performance of the service.
- To ensure the golden thread of the CRMP all the objectives filter down through the organisation into service plans which get approved at our Service Executive Board and then into the personal objectives for our teams which are being set as part of the performance discussions which are being completed this quarter.

Community Support

- During this quarter the National Test and Trace service allocated over 24,000 cases for contact tracing to the Community Hub until the announcement made by the Prime Minister on 21 February 2022 which set out the plans for living safely with Covid-19 in England ceasing contact tracing activity.
- The Community Hub have been working closely with internal teams, partners and District and Borough Councils utilising the Household Support Fund to support over 14,000 individuals across 5,100 households during quarter four. This support has been focused on those requiring support with food, energy,

Agenda Item 4
Annex B

water bills and who are experiencing hardship for reasons not necessarily linked to Covid-19.

- At the end of quarter four, the Community Hub began leading on a range of activities to support the Homes for Ukraine Scheme including DBS checks, safeguarding checks and property visits for all Sponsors. The Community Hub is managing all contact and enquiries from Sponsors including an online enquiry form, telephone, and email enquiries.
- The Customer Relations Team have continued to successfully manage the upswing in complaints following the easing of pandemic restrictions, processing 497 new Complaints and MP enquiries over the last quarter as well as 26 stage two complaints.
- In quarter four the Registration Service has seen deaths go back to pre-pandemic levels, however due to workload of doctors and hospitals we are having significant delays in receiving the medical certificate of cause of death (MCCD), which has a knock-on effect on timeliness to register.
- We saw a record number of notices in March due to the high demand for ceremonies across the County. An additional 500 ceremonies have been booked for this year as of 1st April 2022.
- The One Public Estate (OPE) initiative has continued to develop and deliver fifteen projects during quarter four. WSCC has been awarded £0.1m development funding to support development of new OPE projects.
- In March the Record Office was awarded a £0.092m grant to carry out a survey of AIDS and HIV archives in England and Wales over the next two years. The archive of AVERT, a leading HIV charity set up in Horsham in 1986, was deposited at the Record Office in 2021.
- Customer visits to library buildings have grown 250% over the year, reflecting continued resumption of services, representing 50% of pre-pandemic levels. Physical book borrowing has returned to 80% of pre-pandemic levels, evidencing the need to re-grow the programme of events and activities providing community-based support in addition to the digital offer which has been widely used during the pandemic and is being sustained.
- Healthy Child Programme clinics began operating from 12 libraries during quarter four, sustaining local access to health visitors for families in those communities.
- As part of the work that the Trading Standards undertakes to prevent age restricted products being sold to children the Service requested a review of a Littlehampton shop's alcohol licence after it sold two bottles of alcohol to a child volunteer. The shop had already received advice and guidance from officers after receiving reports that e-cigarettes were being supplied to children. The licence was suspended for seven days. A similar process is underway for a Worthing shop.

Our Council Performance Measures

Community Support, Fire and Rescue		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
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.	1,750	Sep-21	Dec-21	Mar-22		Mar-22: The wider protection and fire safety environment is a very challenging one currently with significant demand for qualified people to assist with the changes in fire and building safety regulations. This has created unexpected turnover for our protection team and challenges in recruitment and retention. This has affected our ability to meet the target of 1750 visits which is based on a full department staffing model that is operating at competent level. Significant recruitment has taken place but this has the effect of further demand on qualified staff to help in developing new starters and Covid is also still playing a part in restricting numbers, both from a staffing perspective, but also from having the right person at the audit from the business to provide the right information.	Significant work has taken place to recruit colleagues with skills and backgrounds that will expedite their development in fire safety. We are also working hard to attract qualified officers back into the service to support schemes such as primary authority and fire safety engineering. Now that the new fire safety system and smarter working has been embedded, we are confident that officers will be able to work independently of the office in order to improve productivity and respond quicker to fire safety issues that occur at short notice. We are also continuing the roll out training for station-based response crews to undertake fire safety checks within their communities. Whilst these will not be recorded as full audits, they will reduce risk and increase our footprint into the built environment and therefore enhance our business engagement, providing additional routes to identify unsafe fire safety practice. These checks are already proving valuable with increasing evidence of wider fire safety concerns being uncovered by crews that ordinarily may not have surfaced through our routine inspections.
			468	623	841	↑		
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.	4,000	Sep-21	Dec-21	Mar-22		Mar-22: In Q4 we carried out 883 SWVs and 192 home checks. We have seen a month on month increase in visits in 21/22, ending the year with a 38% increase on last April's figure. We attribute the increase to the remedial actions taken and the ongoing development of referral pathways. Staff based at fire stations have undertaken reactive post-incident as well as proactive referral generation activity. Whilst restrictions relating to the pandemic have been removed, the impact of the pandemic remains evident with a reduction in referrals and requests for visits with vulnerable people still less willing to have services in their homes. Neighbouring FRSs have seen similarly low numbers of visits. Whilst the total number of visits is below this year's target we have delivered a 12% increase on last year. The emergence of the Omicron variant in Q1 resulted in a shortfall that we were unable to recover from. In addition to the 3355 full visits completed we have visited a further 1075 homes to repair, replace, or install smoke detection equipment, with advice being provided where relevant – this gives a total number of visits to 4,430 homes that the FRS visited to make people safer.	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. 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.
			1,561	2,468	3,355	↑		
42	Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard	89.0%	Sep-21	Dec-21	Mar-22		Mar-22: Performance for this quarter is 93.58%, which is our highest recorded quarter for this performance measure. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.	We are carefully monitoring the impact of the DCT and continue to work with JFC to train the control operators and identify every possible efficiency in our mobilising system. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible.
			82.1%	86.7%	93.6%	↑		

Agenda Item 4

Annex B

Community Support, Fire and Rescue		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
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%	Sep-21	Dec-21	Mar-22		Mar-22: We measure critical special service calls separately from critical fires. Critical special service calls can occur anywhere in the county and often away from the population centres which either (due to the number of incidents) warrant a wholetime fire station or have sufficient population density to support an RDS station. This is the most challenging of our three attendance measures and is particularly influenced by the availability of RDS appliances. Performance for this quarter is 80.06%, which is our joint second highest recorded quarter's performance. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.	We are carefully monitoring the impact of the DCT and continue to work with JFC to train the control operators and identify every possible efficiency in our mobilising system. Specifically with critical special service calls we are working with partner agencies to help improve the time taken to transfer calls and information. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible as well as maximise the availability of RDS fire engines at times of the day when we know these incidents are most likely.
			77.1%	77.9%	80.6%	↗		
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%	Sep-21	Dec-21	Mar-22		Mar-22: The Service has been able to maintain a 100% intervention rate to the referrals received from the National Scams Team.	Using proceeds of crime confiscated from rogue traders a project is underway installing call blocker devices to protect the vulnerable in their own homes.
			82.0%	100.0%	100.0%	→		
33	Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	Sep-21	Dec-21	Mar-22		Mar-22: 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.	Continue to support growing demand though investment in eLibrary platforms and production of virtual and online library events content
			2.93m	4.31m	5.81m	↗		
34	Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic Reporting Frequency: Quarterly, Accumulative	35,000	Sep-21	Dec-21	Mar-22		Mar-22: 76k residents supported to March 2022. This includes 59k residents supported as part of the Central Government Covid-19 Shielding Programme, which ended on the 15/9/2021. From October 2021 the Community Hub has supported 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.	The Community Hub continues to provide support to residents remaining agile in its delivery, flexing to support where required, helping those who need additional help and support due to the impact of COVID-19 and to vulnerable households.
			59,097	62,270	76,477	↗		

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure. (<i>Covid-19 position is reported in Appendix 2</i>)	£10.271m	Funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£10.271m)	
Fire – Additional costs within the Electronic Services Group and Joint Fire Control	£0.250m	Fire – Reduced support costs arising from staffing vacancies across the Fire Service	(£0.206m)	
Fire - Increased pressure from supply of enhanced tactical PPE firefighter uniforms	£0.088m	Fire – Reduced spend in fleet services on staffing and fuel	(£0.082m)	
Fire - Increase in costs of front-line provision driven by increased overtime within the Fire Response Service	£0.333m	Communities – Increased demand for registrar's services	(£0.222m)	
Communities – Additional cost following work undertaken on long inquests	£0.189m	Communities – Staffing vacancies and additional income within Trading Standards	(£0.248m)	
		Communities – Underspending and staffing vacancies within Libraries, Archives and Safety and Wellbeing teams.	(£0.487m)	
		Communities - In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.065m)	
Community Support, Fire & Rescue Portfolio - Total	£11.131m		(£11.581m)	(£0.450m)

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

- The 2021/22 outturn position for the Community Support, Fire and Rescue Portfolio is an underspend of £0.450m. This is a reduction of £0.753m when compared to the £0.303m overspend forecasted in December. The main movement during this period relates to a reduction in staffing expenditure within Communities.

Review of the 2021/22 Financial Year

- During the year, a number of pressures emerged within the Fire and Rescue Services including:
 - £0.250m of additional costs relating to the Electronic Services Group and the operation of the Joint Fire Control.
 - £0.088m of additional costs relating to the supply of enhanced tactical protective firefighter uniforms.

Agenda Item 4
Annex B

- £0.333m of additional costs within front line services covering Response, Prevention and Protection largely driven by overtime expenditure within the Fire Response team.
5. These costs have been partly mitigated by £0.260m of reduced support costs arising from vacancies across the Fire Service and a £0.082m underspend in Fleet Services following a staffing vacancy and a reduction in planned fuel costs where reduced utilisation has exceeded inflationary price pressures.
6. Within Communities, the Coroner's Service have had £0.189m of additional costs associated with the undertaking of inquests during the year. This budgetary pressure has been mitigated by:
- £0.222m of increased income from Registrar's Services, due to an increase in demand for ceremonies following the relaxation of Covid-19 restrictions during the year.
 - £0.248m of underspending within the Trading Standards Service following in-year staffing vacancies and additional income.
 - £0.487m of underspending within Libraries, Archives and Safety and Wellbeing Teams due to staffing vacancies during the pandemic.
 - £0.065m of in-year homeworking savings as a direct result of reduced travel during the pandemic.

Proposed Carry Forward Requests

7. A number of carry forward requests have been actioned during the closing of the accounts including the following items within the Community Support, Fire and Rescue Portfolio:

2021/22 Carry Forward Requests	Amount
Domestic Homicide Reviews – Due to legal processes beyond the authorities' control, there are a number of outstanding review cases which were not completed in year. The cost of these reviews (once complete) will be realised in 2022/23.	£115,000
Bequest for Worthing Fire Station – A generous bequest has been left to Worthing Fire Station. Plans are being considered on how this gift will be utilised.	£98,000
Trading Standards - Proceeds of Crime Act (POCA) Restricted Funds – Funding received from proceeds of crime has been carried forward into 2022/23 to be used for specific projects in detection and prevention of future crime.	£37,800

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	March 2022		Narrative	2022/23
Communities - Increased income from Registrars Services	150	150	B		B

Saving Activity	2021/22 Savings £000	March 2022		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	B		B
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

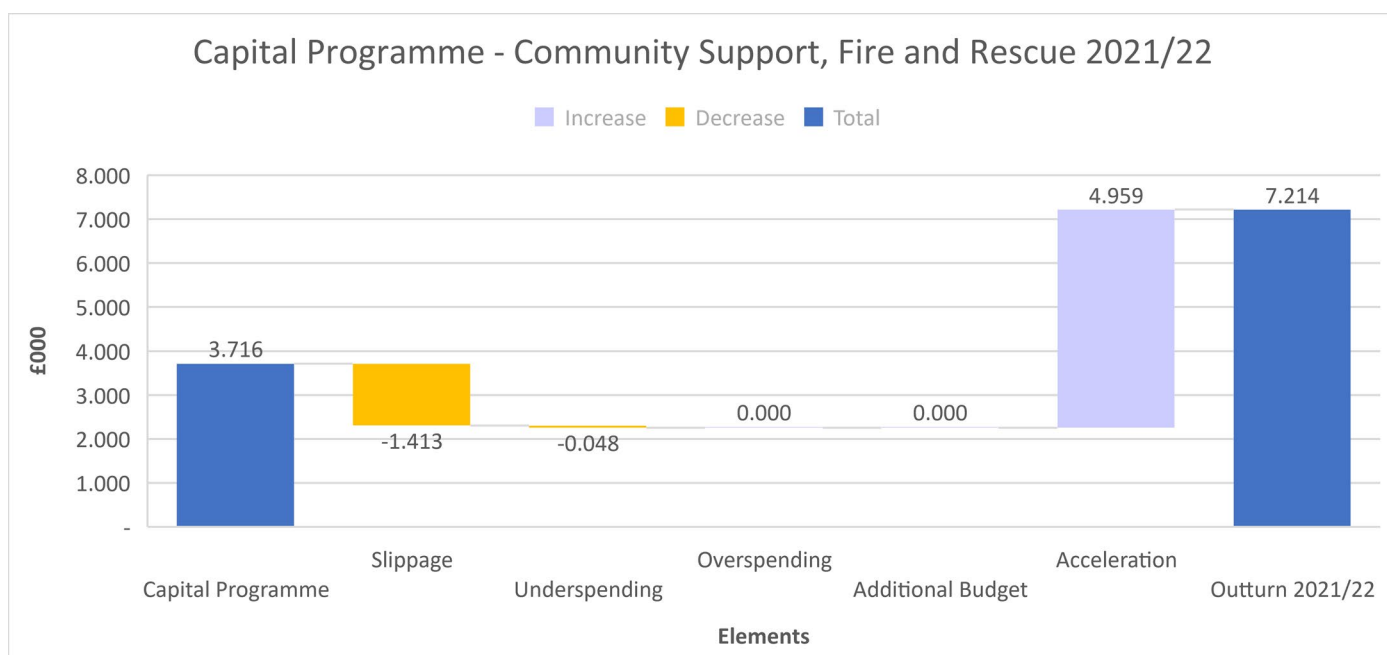
Capital Programme

Performance Summary - Capital

9. There are six schemes within the portfolio with all six schemes in delivery rated green, indicating that the schemes are progressing as planned.

Finance Summary - Capital

10. 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.
11. During the year, the Portfolio spent £7.214m, an increase of £2.484m when compared to the profiled spend in December 2021.



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.
 Outturn 2021/22 – Total capital programme expenditure as at 31st March 2022.

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

- **Slippage: (-£1.413m). Movement since Q3 report: (-£0.463m)**
 - **Worthing Community Hub – (-£0.159m)** - This project has completed. £0.159m has been reprofiled into 2022/23 whilst the final invoices are negotiated, it is likely there will be a small underspend that would be returned corporately.
 - **Fleet – (-£0.150m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
 - **Fire Equipment – (-£0.134m)** – Internal resourcing issues are causing delays in being able to progress for approval therefore the funding has been reprofiled into 2022/23.
 - **Fire Equipment – (-£0.020m)** - Internal resourcing issues are causing delays in being able to progress for approval therefore the funding has been reprofiled into 2022/23.
- **Underspending: (-£0.048m). Movement since Q3 report: £0.000m**

- **Acceleration: £4.959m. Movement since Q3 report: £2.947m**
 - **Live Training Centre and Horsham Fire Station: £2.947m -**
Works on the new fire station have continued to progress at pace therefore funding from 2022/23 was accelerated to meet expenditure.

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
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

15. 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 consultation by National Highways on the A27 Arundel Bypass, a nationally significant infrastructure projects that is being taken forward under the statutory Development Consent Order (DCO) process. Responding to the consultation within the tight externally imposed timeframe involved extensive partnership working internally and externally with other consultees and key stakeholders in the DCO process.
 - The County Council also responded to a number of formal and informal consultations by the Government relating to matters in the Environment Act 2021, including Biodiversity Net Gain, Local Nature Recovery Strategies (LNRS), and Protected Landscapes. Responses were also being prepared to consultations on related matters including a Nature Recovery Green Paper and proposed targets for waste, water, air quality and biodiversity.
 - The County Council was provisionally appointed by the Government to prepare a Local Nature Recovery Strategy (LNRS) for West Sussex, which will involve extensive partnership working over coming years with partners authorities, East Sussex County Council and Brighton and Hove City Council, and key stakeholders, including the District and Borough Councils, the South Downs National Park Authority, the Sussex Nature Partnership, the Sussex Wildlife Trust, Natural England, and major landowners.
 - A revised business case for the Halewick Lane battery site was also approved. A combination of the expanded system size (24MW) and a change to new, or 'first life' batteries rather than recycled 'second life' units will improve value for money. Having secured the £23.6m investment, the County Council is procuring a contractor for detailed design and build.
 - Heat Decarbonisation Plans have been produced for 50 County Council buildings, including County Hall and Parkside, to show where fossil fuel systems could be replaced by low carbon technologies such as heat pumps. The plans were funded by a successful £326,000 bid to the Government's Low Carbon Skills Fund.
 - The Energy Services Team acted swiftly to put in place temporary arrangements for the operation and maintenance of the Council's Tangmere and Westhampnett solar farm sites after its contractor, unexpectedly went into administration. An interim contract was let while permanent arrangements are finalised. The rapid response ensured the performance of the solar farms was not affected.
 - Work commenced on a long-term programme of decarbonisation works prioritising amongst 50 sites on the basis of the potential emissions savings, avoiding disruption to the ongoing delivery of council services and value for

money. This will also consider the future arrangements for council employees to undertake office-based working as part of the council's Smarter Working initiative. A similar set of studies is in the pipeline to assess carbon savings potential across a representative set of West Sussex schools.

- Work commenced to evaluate and prioritise amongst the many procurements the council undertakes to identify the most carbon intense activities, assess the viability of reducing their impact and what the market can deliver. This will result in a long-term programme of action to design services on a lower carbon basis, incorporate environmental criteria into procurement specifications and supplier contracts.
- Following Public consultation in quarter three, Cabinet approved that the pilot Recycling Centre booking system at the Bognor Regis, Crawley, Horsham, Littlehampton, Shoreham, and Worthing sites, in place since April 2021, should be made permanent. Same day booking was trialled as a service enhancement at Worthing and rolled out to all booking scheme sites in March.
- Cabinet gave approvals for the future variation of the Materials Resource Management Contract to allow for the processing of source-segregated food waste and the production of loose Refuse Derived Fuel (RDF) at the Mechanical Biological Treatment facility located at Warnham, Horsham. The commencement of a procurement for the disposal of RDF until 2035 (with possible extension until 2040) was also approved.

Our Council Performance Measures

Environment and Climate Change		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
22	Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC)	30,521 CO2te	Sep-21	Dec-21	Mar-22		Mar-22: <ul style="list-style-type: none">Carbon emissions for Q4 totalled 10,314 tonnes of CO2e, -9% vs 20/21 and -8% vs the 19/20 baseline. This retains performance in-line with targeted 2021/22 total emissions volume.Heat demand was the primary emission source, owing to the winter months covered within this quarter. Demand was though reduced compared to 20/21, in part due to warmer external temperatures.Recorded 21/22 carbon emissions have matched our targeted KPI of a 10% reduction against the 19/20 baseline.Heat demand from the Schools Estate remained the largest recorded source of carbon emissions.Total carbon emissions from the Schools Estate rose marginally, with onsite activity increasing as the impact of covid restrictions dissipated. This increase was partly offset by reduced emissions within the Corporate Estate.Business Transport related emissions showed a minor increase across the year as activity returned post Covid-19 restrictions, though remains significantly lower than pre Covid-19 levels.	Work continues on the actions set out in the Carbon Management Plan to achieve net zero carbon by 2030.
			10,733 CO2te	20,086 CO2te	30,400 CO2te	↗		
Reporting Frequency: Quarterly, Accumulative. Showing Previous Data Annually								

Agenda Item 4

Annex B

Environment and Climate Change		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
23	Household waste recycled, reused or composted (CC)	54.0%	Jun-21	Sep-21	Dec-21		Mar-22: Performance for the 12 rolling months ending December 2021, has exceeded the target for 2021-2022. The recycling rate usually falls back during quarters 3 and 4, and for quarter 3 the rate only dropped 0.1% compared to quarter 2. Total household waste, and household waste sent for recycling, reuse or composting has decreased very slightly when compared to the previous 12 month rolling figure. Waste Collection Authority and Recycling Centre recydate has dropped at a marginally higher rate than residual tonnages, explaining the very small decrease on the September 2021 rate. The increase in the cost of living is highly likely to reduce household waste levels going forward, although the impact on the recyclable proportion is harder to predict.	The 55.3% reported for December 2021 is the highest rate for West Sussex since Waste Data Flow records began and continues to exceed the 2022 target of 54%. Work continues to sustain the high levels of wood recycling achieved over the past few years at the RCs. In addition to this hard plastics are now being accepted for recycling at a number of RCs and a reuse centre is running successfully at Billingshurst with the potential for expansion. Improvement Projects with the District and Boroughs continuously seek ways to improve performance including, in some areas, implementing the separate collection of waste electrical and electronic equipment, textiles and batteries. Uncertainty prevails for when Local Authorities will be required to arrange for the separate collection of food waste from households. Once clarity is received, further fundamental work can be undertaken to ensure that West Sussex complies with the policies stated in the Environment Act 2021.
			53.8%	55.4%	55.3%			

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure. (Covid-19 position is reported in Appendix 2)	£0.233m	Funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£0.233m)	
Unit price increase on energy tariffs, affecting corporate buildings	£0.515m	Increase in recydate income	(£2.150m)	
Net increase waste tonnages	£0.260m	Additional Solar and Battery Farm income due to an increase in unit prices	(£1.030m)	
Other minor variations	£0.168m	In year underspending from homeworking/underspend on corporate utility usage – (reduced usage within Corporate buildings)	(£0.300m)	
		Increase in planning income	(£0.120m)	
Environment & Climate Change Portfolio - Total	£1.176m		(£3.833m)	(£2.657m)

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

- The 2021/22 outturn position for the Environment and Climate Change Portfolio is an underspend of £2.657m. This is an increase in the underspending position of £0.292m when compared to the £2.365m underspend forecasted in December. The main movements during this period relates to an increase in

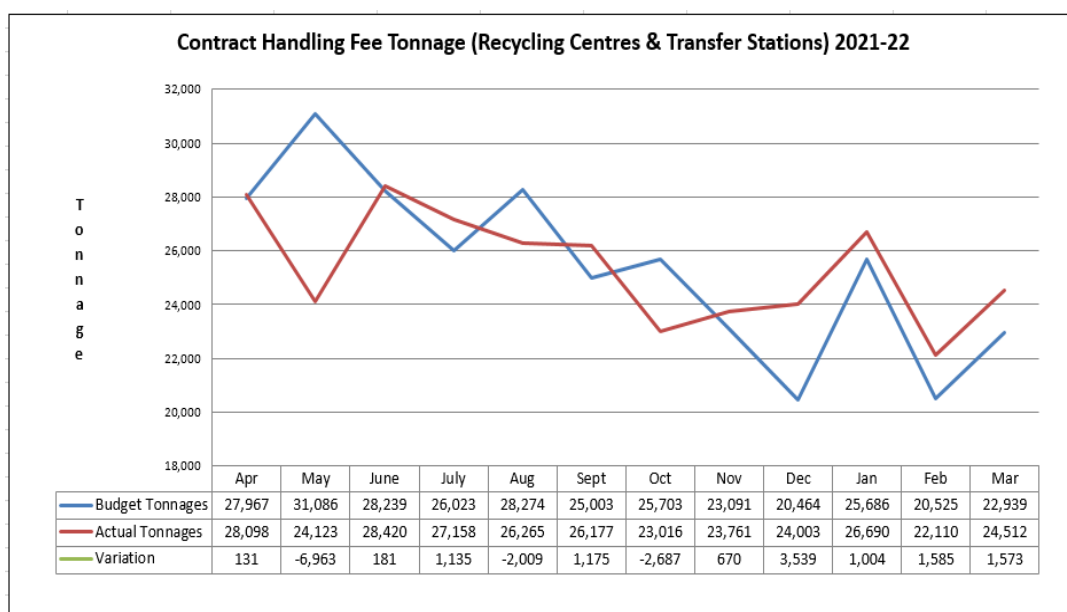
waste recycle income and additional income generated by our solar and battery storage farms due to an increase in unit prices.

Review of the 2021/22 Financial Year

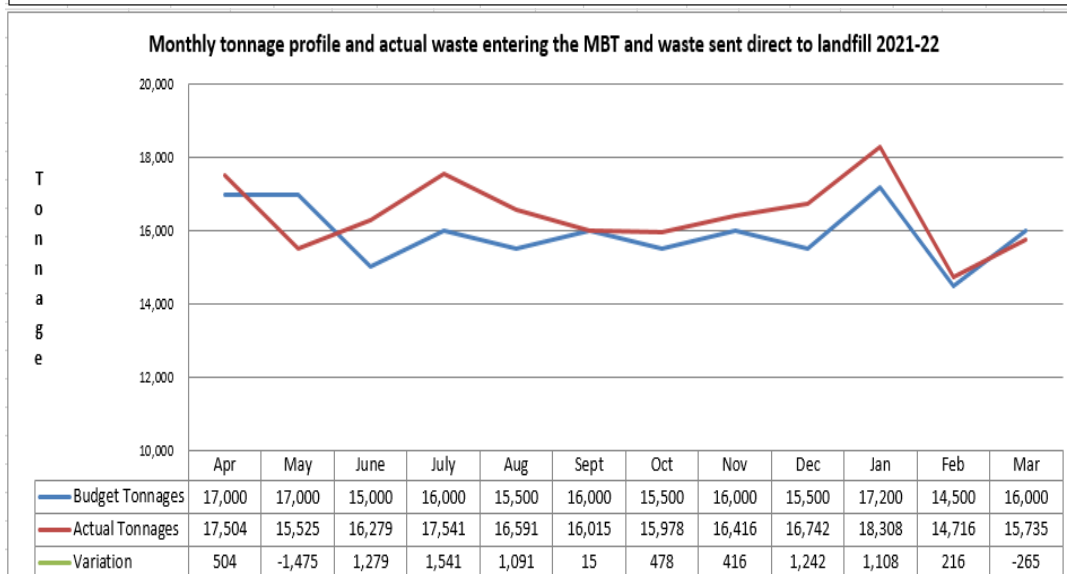
4. The Waste Service experienced a more stable year in 2021/22, with the avoidance of significant restriction and the national lockdowns of the previous year. Overall waste volumes have been slightly lower than in 2020/21 due to a number of factors including:
 - the implementation of the booking system at a number of Recycling Centres,
 - residents returning to their workplaces in greater numbers
 - the lifting of Covid-19 restrictions which has enabled residents to undertake activities outside of the home.
5. The Household Waste Recycling Sites have seen overall waste volumes in line with budgeted tonnages. The data shows that the Material Recycling Facility (MRF) has received around 7,500 tonnes (10%) more than estimated due to the increase in household waste recycling collected at kerbside in part due to continued home working arrangements.
6. Waste disposal tonnage volumes have been around 4% above budget. This increase in waste is largely due to residents disposing of more waste at home, rather than workplaces and other business venues due to Government Covid-19 restrictions. Overall, the overspend on net waste tonnage in 2021/22 due to the increased volumes was £0.260m.
7. As at the end of 2021/22, we generated £2.150m of additional recycle income due to the strong value of commodities and a small increase in the volume of recycling. Overall, we have seen a general upward movement in the value of recycle. The largest driver of recycling income is waste paper and the value of this commodity strengthened from +£55 per tonne in March 2021 to a high of +£102 in September 2021. The value of this commodity has since fallen away slightly to £88 per tonne in February 2022, reminding us of the volatility of these markets. Other paper and card product values have stabilised or increased slightly over the past couple of months.
8. Prices for recycle continue to be subject to global market influences reflecting the international nature of commodity supply and demand. The easing of pandemic restrictions and subsequent behavioural changes may also impact the volume of recyclables in the system, and we will continue to review values and volumes into the new year.
9. The value of energy generated by our Solar and Battery Storage Farms has been increasing steadily since the end of 2020/21 and has seen sharp upward movement in recent months. An additional £1.030m of additional income has been generated this financial year as a result of market forces. It is important to note that, corporately, some of the gain in income from the solar projects has offset the increased cost in corporate utilities arising from the higher unit rate.

10. Although most County Council buildings have been operating with reduced occupancy and consumption during the year, the utilities budget has overspent, with price increases of 20% on electricity and 40% on gas leading to a £0.515m overspend. This has been partly mitigated from savings of £0.300m following a reduction in building occupancy as staff worked from home in accordance to government guidelines. It is important to note that the hedging strategy adopted by our broker LASER Energy Buying Group has likely resulted in a cica.40% cost avoided on prevailing power prices and circa.52% on prevailing gas prices.

Cost Driver Information

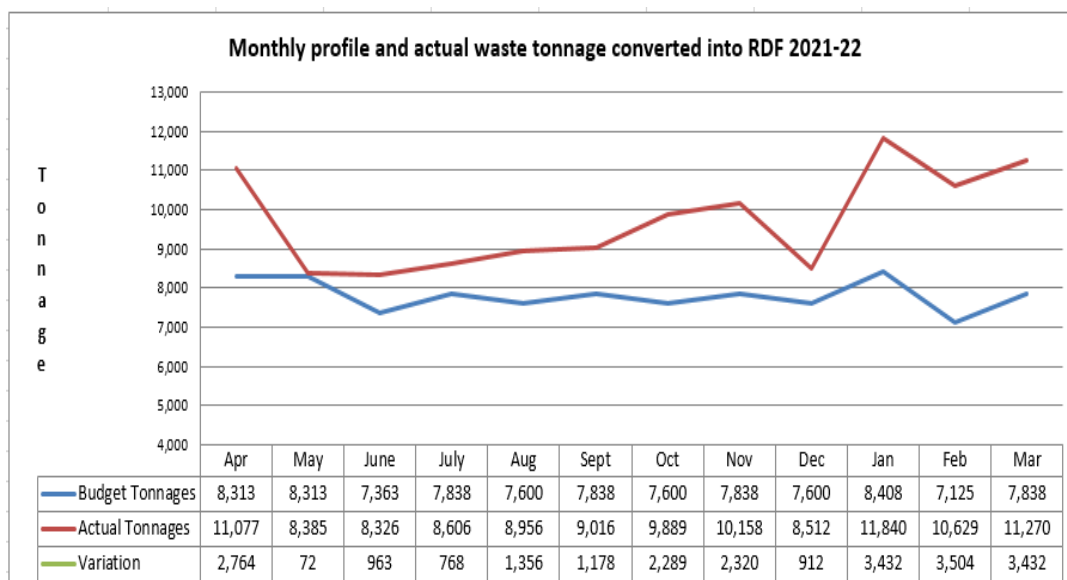


This graph shows tonnages received at the Household Waste Recycling Sites (HWRS) and Transfer Stations.



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

This graph demonstrates tonnes sent to the Warnham Mechanical Biological Treatment site for each month compared to the forecast profile and shows volumes at 4% higher than budgeted.



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

RDF levels are overall around 25% above expectation.

Savings Delivery Update

11. 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	March 2022		Narrative	2022/23
Review Countryside Fees and Charges	20	20	G	Shortfall mitigated within the budget in 2021/22 Uptake to be monitored in 2022/23.	G
Community support for the mobile Household Waste Recycling Sites (HWRS)	50	50	B		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

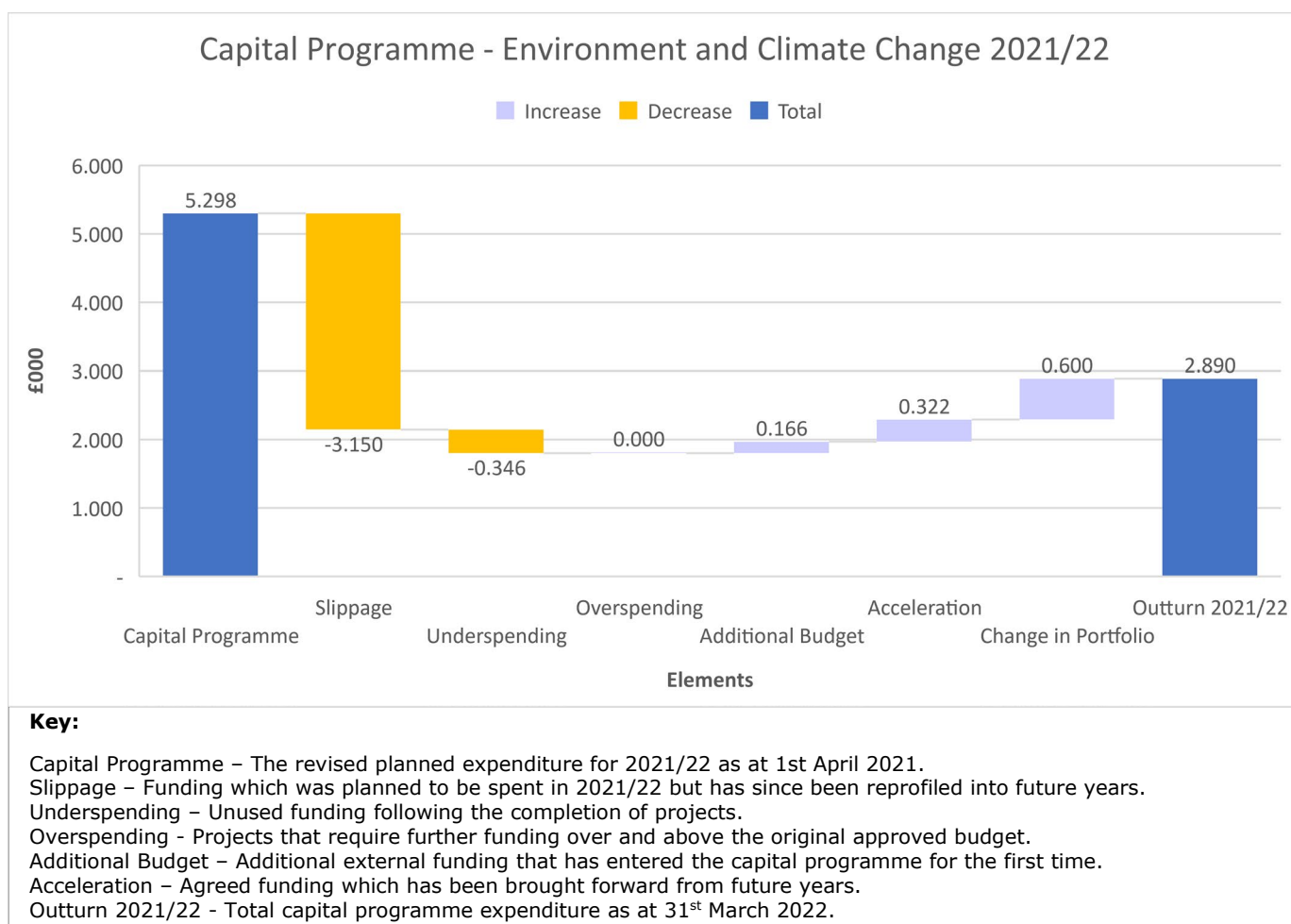
Performance Summary - Capital

12. There are 11 schemes within this portfolio; nine of the schemes in delivery are rated green, indicating that the schemes are progressing as planned, and two 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 March	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.
Carbon Reduction	AMBER	Defects with Parkside Combined Heat and Power unit.	AMBER	Revised remedial programme received from contractor. Expected resolution date Apr 2022.

Finance Summary - Capital

13. 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.
14. During the year, the Environment and Climate Change Capital Programme spent £2.890m, a reduction of £1.873m when compared to the profiled spend in December 2021.



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

- **Slippage: (-£3.150m). Movement since Q3 report: (-£2.415m).**
 - **Halewick Lane (YES) – (-£1.320m)** – A delay has occurred due to negotiations for land consent whilst a Decision is also required to move into Phase Three of the procurement. The Decision is currently progressing through the governance process; therefore, the funding has been reprofiled into future years.
 - **Climate Change Net Zero - (-£0.632m)** – This block allocation of works has not progressed as first anticipated, surveys are ongoing and once received will inform the works that will take place in 2022/23. The funding has been reprofiled.
 - **Flood Management – (-£0.159m)** - Angmering works have been delayed due to ongoing negotiations with the developer for additional funding towards the scheme therefore the funding has been reprofiled into future years.
 - **Operation Watershed – (-£0.138m)** – Internal service governance required for capital grants has meant timings have slipped to April therefore the funding has been reprofiled.

- **Faygate – (-£0.047m)** - Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
- **Schools Solar PV Programme (YES) – (-£0.036m)** - This project is close to completing. £0.016m has been reprofiled into 2022/23 to complete the remaining snagging on the programme.
- **Westhampnett Solar Farm (YES) – (-£0.034m)** - Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
- **Waste General After Care Works – (-£0.028m)** - Scope of works at Sompting gas field site are to be established and quotations sourced, therefore funding has been reprofiled into future years.
- **Schools Solar PV Programme (YES) – (-£0.012m)** - Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
- **Fairbridge Waste Transfer Site - Japanese Knotweed – (-£0.009m)** - This project is close to completing. £0.009m has been reprofiled into 2022/23 whilst the final payments are negotiated.
- **Underspending: (-£0.346m). Movement since Q3 report: (-£0.097m).**
 - **Various Schemes (YES) – (-£0.097m)** – Design expenditure on allocated sites has been completed therefore the remaining funding has been returned to the YES pipeline budget to fund future YES projects
- **Additional Budget: £0.166m. Movement since Q3 report: £0.017m.**
 - **Carbon Reduction: £0.017m.** A small amount of additional budget was required for this project in year.
- **Acceleration: £0.322m. Movement since Q3 report: £0.322m.**
 - **Waste Transformation: £0.300m.** In total, £0.600m of waste collection and disposal efficiency improvements have been undertaken this year meeting the qualifying criteria for capitalisation under the Flexible Use of Capital Receipts regulations. £0.3m had been assumed within the annual profile to be funded in year, leading to a further £0.3m requiring acceleration from 2022/23.
 - **Carbon Reduction: £0.022m.** Funds have been accelerated into 2021/22 as project is progressing quicker than first anticipated.

- **Change In Portfolio: £0.600m. Movement since Q3 report: £0.300m.**
 - **Waste Transformation Project - £0.300m** – Spend in relation to the waste services transformation project, identified as an eligible project under the Flexible Use of Capital Receipts funding, was held in the Support Services and Economic Development Portfolio. All spend relating to this project is now recorded under this portfolio.

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

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
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.	12	12

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

Finance and Property Portfolio - Summary

Performance Summary

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

- During the quarter, Estates delivered Capital Receipts of £8.4m, bringing the total receipt for the year to £11.8m, exceeded the target for the year by £5.3m. This is particularly impressive given the difficult property market at present.
- Work continues with a number of high-profile capital projects. Amongst these are the new Fire Station at Horsham and Woodlands Mead College. Both remain on target and within budget. Three of the Children and Family Centres and Youth Centres which were closed and handed back to the Estates team in the previous quarter have been identified as suitable for Community Asset Transfer and a selection process is under way to identify potential users. Consideration is being given to the alternative use of all of the other properties and implementation of the plan is progressing well.

Our Council Performance Measures

Finance and Property		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
16	New competitive tenders and their resulting contracts 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%	Sep-21	Dec-21	Mar-22		Mar-22: There were three eligible tenders over the value of £500,000 that required a Key Decision in the third quarter of 2021/22. Of the three tenders, one (33%) contained a social value consideration weighting of 10%. Although the fourth quarter saw a decrease in tenders with the 10% social value weighting, the overall average for the full reporting year is 53%, exceeding the target of 40%.	We continue to ensure we comply with obligations for Social Value and to measure the value and benefit it brings to our local economy.
			58.0%	70.0%	53.0%	↓		
49	Square metres of operational property (e.g. offices, libraries, fire stations etc) that are in use Reporting Frequency: Quarterly	170,000 m ²	Sep-21	Dec-21	Mar-22		Mar-22: The target to reduce the size of the operational property estate was exceeded this year with a reduction in 17,375sqm or 10.75%. The reduction was largely achieved by the vacation of a number of Early Help properties between September and December 2021 as a result of the re-design of the Early Help Service and other rationalisation projects. The net increase in the size of the estate from the end of the third quarter was due to the acquisition of a lease of a new corporate office accommodation in Durrington. Over the year the number of operational properties reduced by 56 from 267 to 211.	We continue to maximise the use of our assets by disposing of surplus assets and continue looking creatively and how we might use our assets to support economic growth.
			172,808 m ²	159,465 m ²	161,625 m ²	↓		
50	The aggregated unit cost of our services compared to our statistical neighbours Reporting Frequency: Annually	7th - 8th highest out of 15		2019/20	2020/21		2021/22 results due in March 2023 Feb-22: WSCC had the 4th highest expenditure out of all comparable local authorities. The 2021/22 forecast outcome shows an improvement to 8th position.	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.
			New Measure - No Data	2nd highest out of 15	4th highest out of 15	↑		

52	New competitive tenders and their resulting contracts over the value of £500,000 include an appraised option for partnership working to assess opportunities for efficiency Reporting Frequency: Quarterly	20%	Sep-21	Dec-21	Mar-22	Mar-22: There were five eligible tenders over the value of £500,000 that required a Key Decision in the third quarter of 2021/22. Of the five tenders, two (40%) considered Partnership working within the business appraisal options process. Although the third quarter saw a decrease in contracts that considered partnership working compared to the previous quarter, the overall average for the reporting year is 70%, exceeding the target of 20%.	We continue to ensure partnership working consideration is embedding in our working practices.
			83.0%	100.0%	70.0%		

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure. (<i>Covid-19 position is reported in Appendix 2</i>)	£0.895m	Funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£0.895m)	
Undelivered 2020/21 savings	£0.150m	In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.160m)	
Provision for doubtful debt. (<i>Technical Accounting Adjustment</i>)	£1.448m			
Costs associated with the change in Worthing office location - Centenary House to Durrington Bridge House. (<i>Technical Accounting Adjustment</i>)	£0.618m			
Insurance contributions (<i>Technical Accounting Adjustment</i>)	£0.527m			
Other minor variations	£0.139m			
Finance and Property Portfolio - Total	£3.777m		(£1.055m)	£2.722m

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

- The 2021/22 outturn position for the Finance and Property Portfolio is an overspend of £2.722m. This is an increase in the overspending position of £2.492m when compared to the £0.230m overspend forecasted in December.
- The main movements during this period relate the following technical accounting adjustments undertaken:
 - Following the work undertaken last year in reviewing the methodology for calculating a more prudent provision for doubtful debt, it has been

assessed that a further £1.448m of funding is required within the doubtful debt provision.

- **Worthing Hub Project - Durrington Bridge House.** As initially planned, the overarching one-off saving within all portfolios is being used to fund the £0.618m in-year costs associated with this project. As the homeworking savings are held in various Portfolios, the cost of this property project has been held within the Finance and Property portfolio.
- **Insurance Contribution.** An opportunity to fund £0.527m in-year has been enacted, thereby reducing the amount required to be drawn from the insurance reserve for claims in 2021/22.

5. 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 and other income generation initiatives, however only part of the saving has been realised in year, leaving a shortfall of £0.150m.
6. As a result of the Covid-19 restrictions in place during 2021/22, £0.160m of underspending relating to homeworking and changes in service delivery has been made following a reduction in the use of shredding, refuse and consumables within area hubs and security requirements.

Savings Delivery Update

7. 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	March 2022		Narrative	2022/23
Amazon business accounts	200	150	G	Saving to be met by via an alternative method. The full £0.3m saving was expected to be delivered through the Oxygen Early Payment Scheme and other income generation initiatives, however due to timing delays, only £0.150m has been achieved.	G
Charging for frameworks	100	150	R		

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

Savings Key:

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

Capital Programme

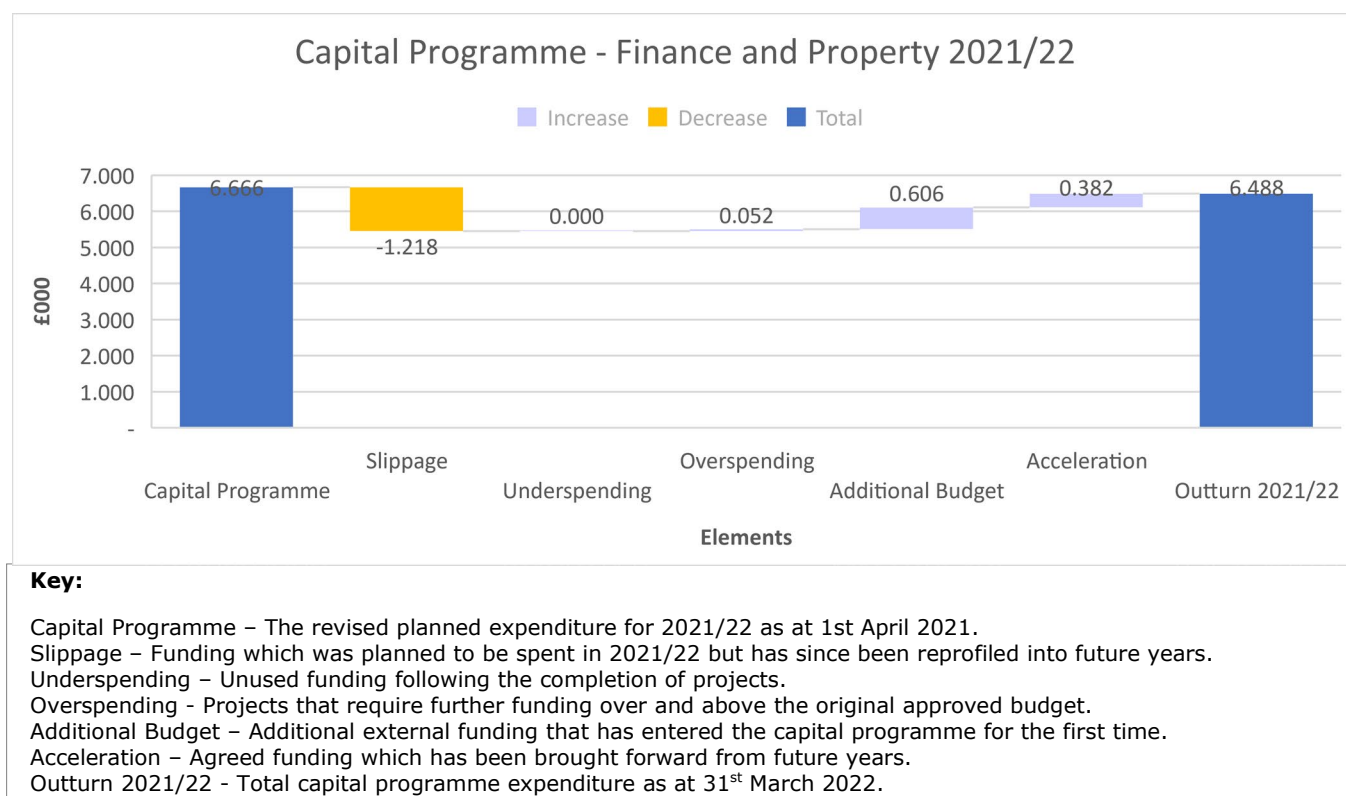
Performance Summary - Capital

8. There are 11 schemes within the portfolio; nine of the schemes in delivery are rated green, indicating that the schemes are progressing as planned and two are rated amber, indicating that there is an issue but that it could be dealt with by the project manager or project delivery team. An update on the progress of the schemes not rated green are detailed in the table below.

Scheme	RAG Status at 31 st March	Reason	Latest RAG Status	Updated Position
Broadbridge Heath	AMBER	Cost and time pressures.	AMBER	Options being considered.
Horsham Enterprise Park	AMBER	The Planning Application for the first phase of residential must be made before the expiry of the permission (11 Feb 2023).	AMBER	A Reserved Matters Application (Water Neutrality) has been made to Horsham District Council.

Finance Summary - Capital

9. 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.
10. During the year, the Finance and Property Capital Programme spent £6.488m, a reduction of £0.983m when compared to the profiled spend in December 2021.



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

- **Slippage: (-£1.218m). Movement since Q3 report: (-£1.112m)**
 - **Gypsy and Traveller Sites Improvement Programme – (-£0.372m)** – An options appraisal is being carried out for required drainage system improvements at the Adversane and Ryebank sites. Any work required following the review is unlikely to take place this financial year, therefore the funding has been reprofiled into future years.
 - **Crawley Demolition – (-£0.206m)** – This project is close to completing with £0.206m being reprofiled into 2022/23 whilst the final payments are negotiated. This funding may not be required and if that is the case it will be cancelled and returned to the pipeline to fund future basic need projects.
 - **Broadbridge Heath Park – (-£0.220m)** – Project has been delayed while costs are being reviewed therefore funding has been reprofiled into 2022/23.
 - **Structural Maintenance – (-£0.137m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
 - **Chichester High School Demolition – (-£0.077m)** – This project is now complete, £0.077m has been reprofiled into 2022/23 whilst the final invoices are negotiated.
 - **Hop Oast Fencing – (-£0.065m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
 - **Horsham Enterprise Park – (-£0.030m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
 - **Tangmere Track Repairs – (-£0.005m)** – Project has completed under budget therefore the remaining corporate funding has been returned to Capital Improvements line to help fund future projects.
- **Overspending: £0.084m. Movement since Q3 report: £0.052m**
 - **Staff Capitalisation - Property: £0.038m.** Staffing costs for the Your Energy Sussex Team funded from the Your Energy Sussex line in the pipeline area of the capital programme.
 - **Targeted Minor Asset Improvement Plan - Property: £0.014m.** Small overspend on project.
- **Additional Budget: £0.606m. Movement since Q3 report: £0.000m**

- **Acceleration: £0.382m. Movement since Q3 report: £0.077m**
 - **Targeted Minor Asset Improvement Plan (CLOG): £0.055m.**
Projects are progressing well in this block allocation therefore £0.055m has been accelerated to fund further projects in 2021/22.
 - **Accessibility Audit – £0.022m** – Small amount of acceleration as costs profiled were slightly different to actuals, expenditure has been forward funded from 2022/23.

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
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

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

Highways and Transport Portfolio - Summary

Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
 - The Works Delivery Programme for 2021/22 has concluded with 503 (£55m) of 528 projects delivered. The remaining projects will be delivered in April/May 2022.
 - The 2022/23 Works Delivery Programme has been procured comprising in excess of 600 schemes (£56m).
 - The new Professional Services Contract was awarded with mobilisation well underway. This strategic contract for the business is a five-year arrangement with options to extend for a further five years subject to performance.

Our Council Performance Measures

Highways and Transport		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
17	Length of new cycle paths across the County (CC) Reporting Frequency: Quarterly, Accumulative	7.5km per year	Sep-21	Dec-21	Mar-22		Mar-22: The following projects were completed in Q4: A2300, Burgess Hill (3.1km) Burgess Hill Green Circle improvements (4.5km) New surface and route improvements through various off-road links and PROW in Burgess Hill (5.8km) New surface on Bridleway 6F, between Poynings Road and Edburton Road, Fulking (0.14km) The second two were delivered in partnership with MSDC.	We continue to work towards our 2025 target (30km over a 4 year period) with the provision of a high-quality cycling.
18	Percentage length of A and B roads that require maintenance Reporting Frequency: Annually	14.5%	2019/20	2020/21	2021/22		Oct-21: 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.
19	Highway defects repaired within required time scale Reporting Frequency: Quarterly. Reported 1 month in arrears.	96.0%	Sep-21	Dec-21	Mar-22		Mar-22: Overall average for the year was 74%. The target was not met for a number of reasons including weather events, increased workload and staffing levels.	HTP have looked at the resourcing on number of gangs, holding regular meetings with the contractor and are monitoring trackers using the Confirm dashboard. Other activities that may positively influence this measure include Jet Patcher trailing, a pro-active way of dealing with potholes.

Highways and Transport		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
41	Killed and seriously injured casualties per billion vehicle miles Reporting Frequency: Annually	107	2018/19	2019/20	2020/21		Dec-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.	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: • Major Road Network (MRN) Project - TRL have been commissioned to undertake video surveys of the West Sussex MRN 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.
			110	121	127		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.	

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure including £0.3m loss of 2020/21 savings (<i>Covid-19 position is reported in Appendix 2</i>)	£1.671m	Funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£1.671m)	
Pressure within Highways Maintenance	£0.624m	Reduction in reimbursement payments to bus operators in line with service mileage reductions implemented during the pandemic	(£1.111m)	
		Additional income generation from street works charges and road safety/ local transport improvements	(£0.447m)	
		Delays in felling works for Ash Dieback Scheme	(£0.231m)	
		In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.040m)	
		Other minor variations	(£0.014m)	
Highways & Transport Portfolio - Total	£2.295m		(£3.514m)	(£1.219m)

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

- The 2021/22 outturn position for the Highways and Transport Portfolio is an underspend of £1.219m. This is an increase in the underspending position of

£0.239m when compared to the £0.980m underspend forecasted in December. The main movement during this period relates to a reduction in the cost of the English National Concessionary Travel Scheme as less people travelled via this scheme during the winter period. This is likely due to the Omicron Covid-19 variant which was prevalent at the time.

Review of the 2021/22 Financial Year

4. The English National Concessionary Travel Scheme has underspent by £1.111m against budget, although it should be noted that the outturn is based on revised estimates provided during the final quarter of 2021/22. The final mileages will be confirmed following reconciliation with operators during the first quarter of the 2022/23 financial year.
5. The last two years of Covid-19 restricted travel has seen significant underspending against the concessionary fares budget, which is still set with reference to journey numbers and service mileage seen in pre-pandemic times. Following the Covid-19 related underspending of £1.0m in 2020/21 and £1.1m in 2021/22, there is still some uncertainty as to how numbers will rebound now restrictions have been lifted, but there may be potential to re-invest resources to other bus service priorities.
6. The future of bus provision and the level of support provided will also be intrinsically linked to the Bus Service Improvement Plan. This is provisionally expected to provide the County Council with £5.4m of revenue funding over three years from 2022/23 and service priorities will need to be addressed within this. Any service improvements, such as enhancements to concessionary travel, will need to be brought forward for consideration in conjunction with the development of the plan and the confirmation of the staged funding awards.
7. Income generation across the portfolio has exceeded budgeted assumptions by £0.447m this year. This includes street works charges to utility and telecommunication providers and income from road safety and local transport improvements.
8. The Highway Maintenance budget has overspent by £0.624m, due to a number of pressures. These include increased reactive maintenance works to address defects (potholes), structural maintenance required to ensure statutory obligations are met, additional safety related tree works, and surveying to inform future safety and remedial works
9. The Ash Dieback budget underspent by £0.231m 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.

Proposed Carry Forward Requests

10. A number of carry forward requests have been actioned during the closing of the accounts including the following items linked to Highways and Transport:

2021/22 Carry Forward Requests	Amount
Capability Fund for Active Travel – £274,706 of grant funding was awarded in December 2021 to develop and promote sustainable travel schemes across the county. The majority of this work is due to be completed in 2022/23, therefore the remaining grant has been carried forward to fund the project.	£250,500
Local Transport Authority Bus Capacity Grant – £503,000 of grant was received in year to support the development of the Bus Service Improvement Plan and provide capacity for the implementation of an Enhanced Partnership approach to working with bus operators in 2022/23. The remaining grant is expected to be utilised in 2022/23 to deliver the new way of working.	£397,300
Local Transport Authority (LTA) Capacity Grant for Local Transport Plan (LTP) – A grant was notified and received in March 2022 to support the review of Local Transport Plans and build capacity for transport planning. This funding will provide us with the capacity to introduce a carbon impact appraisal system to improve decision-making (expected to be required within the new LTP guidance). *Accounted for within Environment and Climate Change Portfolio (Planning Budget)	£178,600

Savings Delivery Update

11. 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	March 2022		Narrative	2022/23
On street parking	300	300	R Covid19	Covid related pay and display income loss has continued at a reduced level during 2021/22. Income levels to be monitored in 2022/23 as post pandemic parking behaviour becomes clearer.	A

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
Review highway and transport fees and charges	200	200	B		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

Agenda Item 4 Annex B

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
On street parking	76	76	G	Mitigated in year. 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. Will be closely monitored in 2022/23.	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

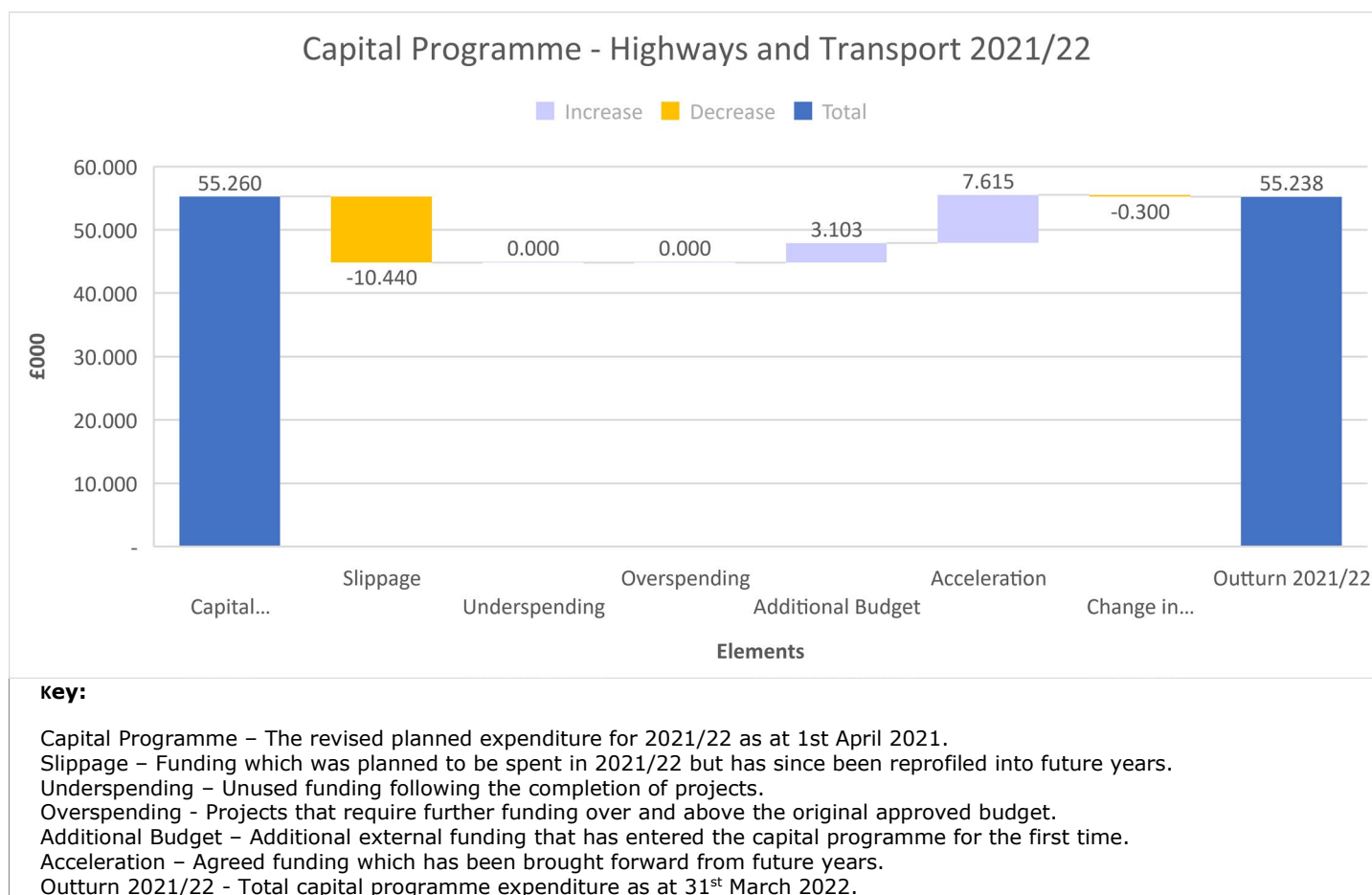
12. There are 21 schemes within the portfolio. 18 of the schemes in delivery are rated green, indicating that the schemes are progressing as planned. Two are rated as amber, indicating that there is an issue but that it can be dealt with by the project manager or project delivery team and one is rated red indicating that there is a significant issues requiring corrective action. An update on the progress of the schemes not rated green are detailed in the table below.

Scheme	RAG Status at 31 st March	Reason	Latest RAG Status	Updated Position
A29	RED	Cost pressure.	AMBER	The Project Board has requested an update to business case be undertaken to prepare for consideration of funding options.
A284	AMBER	Awaiting outcome of DfT funding decision.	AMBER	Full Business Case submitted to DfT, outcome expected imminently.
LED Streetlight Conversion	AMBER	Contract renegotiation and Deed of Variation subject to formal approval.	AMBER	Deed of Variation nearing agreement between all parties, current estimate for project commencement Summer 2022.

Finance Summary - Capital

13. 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.

14. During the year, the Highways and Transport Capital programme spent £55.238m, a reduction of £2.135m when compared to the profiled spend in December 2021.



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

- **Slippage: (-£10.440m). Movement since Q3 report: (-£2.951m).**
 - **Annual Works Programme – (-£2.515m)** – This block allocation has been reprofiled due to road space booking delays for Carriageways with works to be delivered in April/May 2022, Structures Vehicle Restraint System schemes due to be retendered in September 2022, and Signs and Lines reprofiled to reflect a two-year delivery programme.
 - **West of Horsham – (-£0.182m)** – The A24 Robin Hood junction works have completed pending the final account. Funding has been reprofiled into 2022/23 due to road space booking for HGV routing restrictions, works expected to be completed in April, with remaining budget available for Great Daux junction improvements.
 - **A259 – (-£0.145m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.

- **Active Travel Fund – (-£0.075m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
- **Shoreham Footbridge Replacement – (-£0.021m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
- **Street Lighting LED – (-£0.010m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
- **On Street Parking – (-£0.003m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
- **Additional Budget: £3.103m. Movement since Q3 report: £0.000m**
- **Acceleration: £7.615m. Movement since Q3 report: £0.816m**
 - **A29 - £0.167m** – This project has accelerated funding to cover works for discharge of planning conditions, compensation events for programme extension, and advanced works planning for 2022/23.
 - **A2300 – £0.518m** – Project has progressed quicker than first anticipated therefore funding has been accelerated from 2022/23 to 2021/22.
 - **A284 – £0.060m** – Small amount of acceleration as costs profiled were slightly different to actuals, expenditure has been forward funded from 2022/23.
 - **A259 Bognor to Littlehampton – £0.071m** - Small amount of acceleration as costs profiled were slightly different to actuals, expenditure has been forward funded from 2022/23.
- **Change In Portfolio: (-£0.300m). Movement since Q3 report: (£0.000m)**

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

Risk

17. 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 a number of 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 achieved some significant milestones within the Growth Deals that are supporting our economic strategy, with the A2300 improvements scheme, Portland Road public realm improvements and the demolition of the former school site in Chichester all reaching completion.
- Further progress has also been made with three new projects being approved for delivery with a total of just over £6m proposed for investment. This will see the Manor Royal works in Crawley completed along with Littlehampton public realm improvements and the upgrades to the esplanade in Bognor Regis.

Our Council Performance Measures

Leader	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
15	Enterprises supported to start, revive, innovate and grow Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.	1,500	Sep-21	Dec-21	Mar-22	Mar-22: A key focus of the council's Economy Plan is to provide support to enterprises encouraging successful start-ups and helping established businesses to revive innovate and grow. Six initiatives make up the KPI. Despite the effects of the pandemic, all programmes were able to adapt their delivery plans and the collective target of 1500 West Sussex enterprises supported was significantly exceeded in 22/23.	All initiatives to continue as part of Economy Plan headline actions for 2022/23.
			1,253	1,854	2,385		
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	40.0%	2019/20	2020/21	2021/22	Mar-22: Working with DCMS (Department for Digital, Culture, Media & Sport) and suppliers within the county with commercial plans or Voucher schemes.	The Open Market Review (OMR) is now completed and the Public Review stage of the process is underway, to provide an up to date view from suppliers and allow the intervention area for Project Gigabit to be scoped.
			8.8%	21.2%	50.3%		
24	Number of growth deals in place with district and boroughs Reporting Frequency: Annually	6	2019/20	2020/21	2021/22	Mar-22: All six growth deals remain in place with our District and Borough Council partners. In the last quarter, there were some significant milestones within the Growth Deals that are supporting our economic strategy, with the A2300 improvements scheme, Portland Road public realm improvements and the demolition of the former school site in Chichester all reaching completion.	Work continues and further progress has been made with three new projects being approved for delivery with a total of just over £6m proposed for investment. This will see the Manor Royal works in Crawley completed along with Littlehampton public realm improvements and the upgrades to the esplanade in Bognor Regis.
			6	6	6		

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
		Underspending and staffing vacancies within the Economy Team, Growth and OPE and Chief Executives Office	(£0.292m)	
Leader Portfolio - Total	£0.000m		(£0.292m)	(£0.292m)

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

- The 2021/22 outturn position for the Leader Portfolio is an underspending of £0.292m. This is an increase in the underspending position of £0.242m when compared to the £0.050m underspend forecasted in December. The main movement during this period relates to a number of small underspends and staffing vacancies from within the Economy Team, Growth and One Public Estate Team and Chief Executive Office.

Proposed Carry Forward Requests

- A number of carry forward requests have been actioned during the closing of the accounts including the following item within the Leader Portfolio:

2021/22 Carry Forward Requests	Amount
One Public Estate (OPE) Opportunity Development Fund – £100,000 of grant funding was received in late March 2022 to help the OPE partners secure capacity to develop a pipeline of public sector property opportunities and help deliver post-pandemic public estate strategies. Due to the late award, this grant has been carried forward via the One Public Estate Reserve.	£100,000

Savings Delivery Update

- 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	March 2022		Narrative	2022/23
Review of Economy project budgets	100	100	B		B
Review of agency staff	1	1	B		B

Savings Key:

R Significant Risk A At Risk G On Track B Delivered

Capital Programme

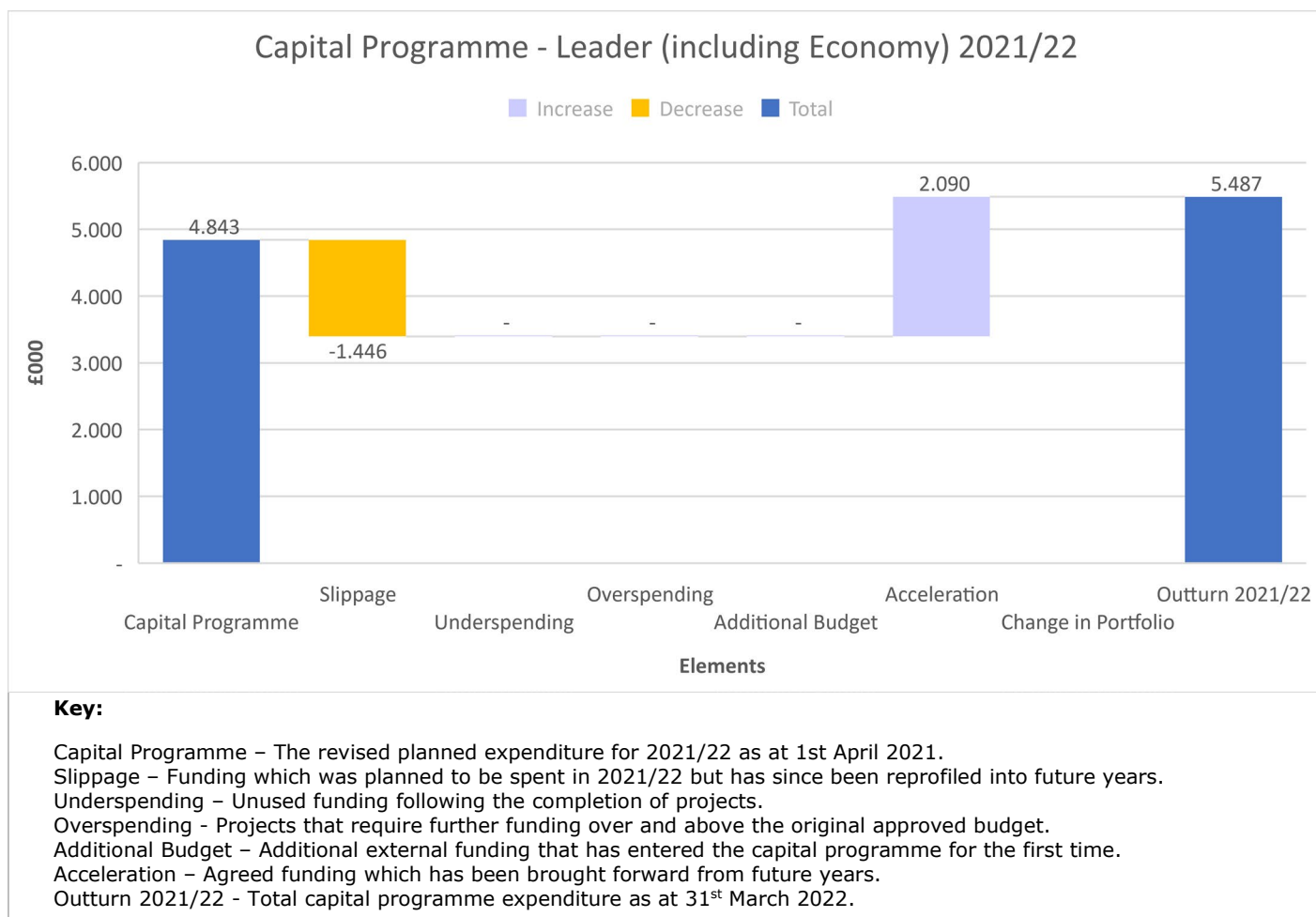
- Following a review of the Capital Programme, a number of Economy projects have been re-assigned to the Leader Portfolio from the Support Services and Economic Development Portfolio.

Performance Summary

- There are 10 schemes within the portfolio and all 10 schemes in delivery are rated green, indicating that the schemes are progressing as planned.

Finance Summary – Capital

- 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.
- During the year, the Leader Capital Programme spent £5.487m, a reduction of £1.152m when compared to the profiled spend in December 2021.



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

- **Slippage: (-£1.446m). Movement since Q3 report: (-£1.152m).**
 - **Crawley Growth Programme, Manor Royal Highway Improvements - (-£0.511m)** - An increase in costs meant budgets had to be revisited at partnership level, which lead to delays in the progression and subsequent award of the WSCC key decision to award the main contract therefore funding has been reprofiled into 2022/23.
 - **Burgess Hill Growth Programme, Town Centre and Victoria Estate – (-£0.401m)** – Further public engagement is expected to take place in Spring 2022. Work has been delayed due to the need to agree the revised scope of works and seek approval through the governance process therefore the funding has been reprofiled into 2022/23.
 - **Portland Road - (£0.108m)** - Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.

- **Railway Approach - (-£0.076m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
- **Crawley Growth Programme, Eastern Gateway and Manor Royal Bus Lane Extension - (-£0.056m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.

- **Acceleration: £2.090m. Movement since Q3 report: £0.000m.**

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
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

12. 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:

- **Local Stop Smoking Services:** Smoking remains the number one cause of preventable illness and premature death in England and is a major risk factor for cancer, cardiovascular disease, and respiratory illness. Smoking rates have gradually fallen over recent years, however, approximately 70,000 people in West Sussex still smoke. With increased smoking rates among young adults in England since the outbreak of the Covid-19 pandemic, and alongside the risks and impacts of the virus itself, there has never been a more important time to quit. Together with partners, including the Smokefree West Sussex Partnership, District and Borough Councils, universities and colleges, pharmacies, and local NHS organisations across West Sussex, the Council's Public Health Directorate and Communications team, have continued to raise awareness following No Smoking Day (9th March) of the health and financial benefits of quitting smoking, and encourage people to visit the [West Sussex Wellbeing website](#) to find out more information about local Stop Smoking Services available to anyone who lives or works in West Sussex.
- **West Sussex Wellbeing Programme:** Thousands of local people are healthier and more active thanks to the West Sussex Wellbeing service which celebrates more than 10 years of supporting people across the county since it was established countywide in 2011. Commissioned by the Council's Public Health Directorate and funded by the Public Health Grant via a partnership agreement with the seven District and Borough Councils in the county, the service offers free impartial, friendly advice and support on a one to one basis through groups and activities, helping people to make positive choices to tackle risk factors such as excess weight, sedentary behaviour, smoking and drinking too much alcohol. [A countywide wellbeing website](#) provides further support, information, and advice on a range of topics, as part of the overall programme.
- **NHS Influenza Vaccination Programme:** Local Authority Public Health (LAPH) provides an oversight and assurance role for immunisation and screening programmes, working closely with delivery partners to tackle inequalities, including access to vaccination, to increase uptake across the local population of West Sussex. Local NHS partners, Sussex Health and Care Partnership (SHCP) delivered the NHS Influenza Vaccination Programme during the period November 2021 to January 2022; the Council's Public Health Directorate supported the programme during this time by encouraging all eligible residents to take up the offer of the free flu vaccine, via a wide range of communication channels and engaging with key stakeholders. They also encouraged uptake amongst County Council staff and members, and WSCC offered and promoted free flu vaccination to all staff who were not eligible for the free NHS flu vaccine, including school staff, teachers, Capita staff, and foster carers.

Our Council Performance Measures

Public Health and Wellbeing		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
5a	Uptake of flu vaccine in over 65s or at risk Reporting Frequency: Annually	75.0%	2018/19	2019/20	2020/21		Mar-22: 2021/22 results due in August 2022. Local NHS partners, Sussex Health and Care Partnership (SHCP) delivered the NHS Influenza Vaccination Programme during the period November 2021 to January 2022; the Council's Public Health Directorate supported the programme during this time by encouraging all eligible residents to take up the offer of the free flu vaccine, as well as encouraging take-up among all WSCC staff and Elected Members. Activities included delivering key public health messages to local residents and communities (including at-risk groups) in newsletters and press releases, banners in WSCC libraries, an extensive local social media campaign (Facebook and Instagram), and providing information and advice on the West Sussex Wellbeing website. WSCC also offered and promoted free flu vaccination to all County Council staff who were 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.
			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		Mar-22: 2021/22 results due in August 2022. Local NHS partners, Sussex Health and Care Partnership (SHCP) delivered the NHS Influenza Vaccination Programme during the period November 2021 to January 2022; the Council's Public Health Directorate supported the programme during this time by encouraging all eligible residents to take up the offer of the free flu vaccine, as well as encouraging take-up among all WSCC staff and Elected Members. Activities included delivering key public health messages to local residents and communities (including at-risk groups) in newsletters and press releases, banners in WSCC libraries, an extensive local social media campaign (Facebook and Instagram), and providing information and advice on the West Sussex Wellbeing website. WSCC also offered and promoted free flu vaccination to all County Council staff who were 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.
			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		2021/22 results due in November 2022 Dec-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.
			70.4%	69.8%	63.2%	↓		

Agenda Item 4

Annex B

Public Health and Wellbeing		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
31	Healthy life expectancy for men Reporting Frequency: 3 Year Rolling Average	66 (2017/19 Baseline Data)	2016/17	2017/18	2018/19		Mar-22: 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.	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.
			65.8 Years	64.6 Years	66.0 Years	↗	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.	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.
32	Healthy life expectancy for women Reporting Frequency: 3 Year Rolling Average	64.8 (2017/19 Baseline Data)	2016/17	2017/18	2018/19		Mar-22: 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.	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.
			63.6 Years	64.3 Years	64.8 Years	↗	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.	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.
35	Number of people completing evidence-based falls prevention programmes Reporting Frequency: Annually	400					Feb-22: 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.	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.
			New Measure No Data	New Measure - No Data	New Measure No Data		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.	

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure. (Covid-19 position is reported in Appendix 2)	£9.692m	Funding from Covid-19 grant (Covid-19 position is reported in Appendix 2)	(£9.692m)	
Public Health and Wellbeing Portfolio - Total	£9.692m		(£9.692m)	£0.000m

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

3. The 2021/22 outturn position for the Public Health and Wellbeing Portfolio is a balanced budget. This is due to any underspending within the ring-fenced Public Health Grant being carried forward into 2022/23 and costs associated with the Covid-19 pandemic being met from specific Government grants.

Review of the 2021/22 Financial Year

4. Public Health has been impacted heavily by the consequences of the Covid-19 pandemic. This has resulted in £1.9m of underspending within the Portfolio, primarily because activity levels in demand-led areas like NHS health checks and sexual health were lower than usual during the pandemic.
5. As the Public Health Grant is a ring-fenced grant, the £1.9m in-year underspend will be carried forward, where it will add to the underspending of £1.2m that was brought forward from 2020/21. In total this means that a sum of £3.1m will transfer into 2022/23.

Savings Delivery Update

6. 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 Public Health Grant 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 delivered.

Capital Programme

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

Risk

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

Support Services and Economic Development Portfolio - Summary

Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
 - During January 2022, IT Services successfully replaced both uninterruptable power supplies that feed the Council's main datacentre with resized, modern units. These changes have provided assurance for ongoing resilience of operations, seen a reduction in ongoing electricity consumption and further contributed to reducing the Council's carbon footprint.
 - The Digital Infrastructure Team has been working with Property and Assets and Facilities Management Teams as well as colleagues in Legal Services to amend policy to enable the County Council to provide Mobile Network Operators with access to assets to host telecommunications infrastructure. This is to comply with national legislation (Digital Economy Act 2017) and help to accelerate deployment of mobile services across the county.
 - A 'Use of assets for telecommunications equipment and third-party installations' policy has now been approved and the team is developing guidance to help with decision-making to ensure the County Council engages constructively with all requests from communications network operators to use our land, buildings or other assets, in a timely and efficient manner. The policy will help to manage our street scenes to protect against unnecessary clutter and suggest alternative locations for telecommunications equipment where initial requests are not able to be agreed.

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
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%	Sep-21	Dec-21	Mar-22		Mar-22: All members have discussed and settled their personal training and development needs. The target date for completing mandatory training is 5 May 2022. At March 2022 completion rates were: Code of Conduct 100%, Safeguarding 90.5%, Corporate Parenting 97%, IT Security and Data Protection 86% and Equalities 93%.	Further training events are scheduled during April.
		81.0%	86.8%	92.8%	↗		
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					Mar-22: A new Code of Governance was endorsed by the Council's Governance Committee on 7 February 2022 and was then published.	Supporting guidance and training for officers on the governance has been developed to complement the Code.
		Qualitative measure – no data	Qualitative measure – no data	Qualitative measure – no data			

Support Services and Economic Development		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
47	Leadership and management - percentage positive response to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously"	75.0%	Nov-20	May-21	Nov-21		Nov-21: A small decrease in positive responses to this question has been seen across the organisation since the previous Pulse Survey – 82% to 81%. Despite a small decrease across the Organisation of 1% of positive responses we are exceeding our KPI target by 6%.	WSCC continues to support Managers and Leaders across the organisation to build an engaged workforce by enhancing day to day employee experience. In addition to the actions that have been undertaken above, we offer development programmes, both corporately and service specific to ensure they have the right confidence, capability and competence to support their teams to meet the challenges ahead.
	73.0%		82.4%	81.2%	↓			
48	Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues"	86.0%	Nov-20	May-21	Nov-21		Nov-21: A small decrease in positive responses to this question has been seen across the organisation since the previous Pulse Survey – 91% to 89%. Despite a small decrease across the Organisation of 2% in positive responses, we are exceeding our KPI target by 3%.	WSCC continues to work with our staff networks and Unison colleagues to ensure all staff across the organisation feel they are treated with dignity and respect at work. We have further committed to this over the past 12 months by the hiring of an Equality, Diversity and Inclusion lead to support us to achieve our goals.
	86.0%		90.6%	89.2%	↓			
51	Percentage of digital services available from WSCC to support self-service	60.0%	Sep-21	Dec-21	Mar-22		Mar-22: The performance for 2021/2022 was 64% against the target of 60%.	We will continue to focus on enabling customers to self-serve 24/7, where they can apply, ask, book and pay online, making it easy for customers to get the support and information they need when they need it.
	71.0%		64.0%	64.0%	→			
Reporting Frequency: Bi-Annually (November, May)								
Reporting Frequency: Quarterly								

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure. (<i>Covid-19 position is reported in Appendix 2</i>)	£0.542m	Funding from Covid-19 grant (<i>Covid-19 position is reported in Appendix 2</i>)	(£0.542m)	
Undelivered 2021/22 Savings – reduction in legal costs, HR redesign, review of mileage, allowances, apprenticeship levy and a small element on the communications redesign	£0.632m	Reduction in SSO contract expenditure	(£0.760m)	
Other minor variations	£0.069m	In year underspending from homeworking/ change in service delivery. Reduction in postage and stationery, Member's travel, expenses, refreshments and training during the pandemic restrictions	(£0.300m)	
		Underspending on the County Council elections in May 2021	(£0.270m)	
Support Services and Economic Development Portfolio - Total	£1.243m		(£1.872m)	£0.629m

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 2021/22 outturn position for the Support Services and Economic Development Portfolio is an underspend of £0.629m. This is a reduction of £1.091m when compared to the £0.462m overspend forecasted in December. The main movements during this period relate to the underspending within the Support Services outsourcing contract.

Review of the 2021/22 Financial Year

4. 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 was not achieved in year 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.
5. Other savings totalling £0.432m were also not achieved in year. The planned HR Service redesign was delayed following the time needed to appoint a permanent HR Director, leading to £0.290m of savings being reprofiled into 2023/24. In addition, £0.1m of savings relating to a review of mileage allowances and the apprenticeship levy; alongside a small savings shortfall of £0.042m from the Communications Team restructure, were also not achieved.
6. The support services contracts have delivered a £0.760m underspend this year. This is a result of additional savings from the early insourcing of services and in-year savings arising from a reduction in transition and restructuring costs falling into 2021/22. As part of the year end entries, a proposed carry forward request has been actioned to ensure provision is available to meet restructuring costs that will now fall within 2022/23.
7. As a result of the Covid-19 pandemic restrictions in place during 2021/22, the portfolio has delivered £0.300m of one-off in year savings following a reduction in postage and stationary costs and the reduction in Member's travel, expenses and training.
8. The final expense claims have been received following the County Council elections in May 2021 which has created a £0.270m underspend.

Proposed Carry Forward Requests

9. A number of carry forward requests have been actioned during the closing of the accounts including the following item within the Leader Portfolio:

2021/22 Carry Forward Requests	Amount
Provision for Restructuring Costs – As development and restructuring of our IT services continues, a number of costs that were initially expected to be met in the 2021/22 financial year will now be incurred in 2022/23.	£800,000

Savings Delivery Update

10. 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	March 2022		Narrative	2022/23
IT service redesign	500	500	B		B
Review of Democratic Support	108	108	B		B
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	B	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.	Saving Removed
		158	B		B
Reduction in corporate stationary requirements	100	100	B		B
Licencing savings following re-procurement of ERP Solution	400	400	G	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.	G
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.	Saving Re-profiled
		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

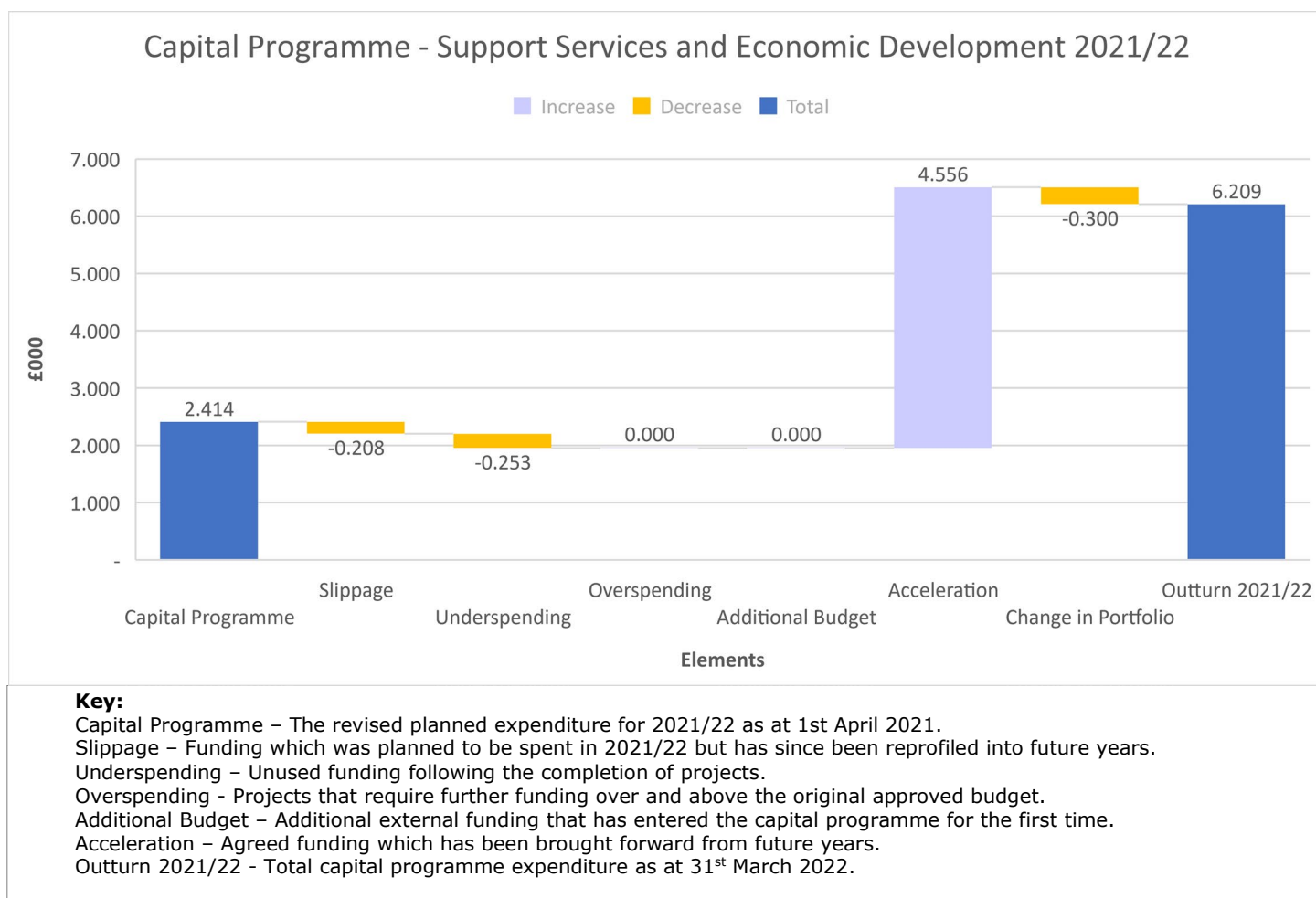
11. Following a review of the Capital Programme, a number of Economy projects have been reassigned to the Leader Portfolio from the Support Services and Economic Development Portfolio.

Performance Summary

12. 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

13. 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.
14. During the year, the Support Services and Economic Development Capital Programme spent £6.209m, an increase of £3.953m when compared to the profiled spend in December 2021.



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

- **Slippage: (-£0.208m). Movement since Q3 report: (-£0.019m)**
 - **Bold Ideas, Creative Bognor - (-£0.019m)** - Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
- **Underspending: (-£0.253m). Movement since Q3 report: £0.000m**
- **Acceleration: £4.556m. Movement since Q3 report: £4.272m**
 - **SmartCore Transformation (Flexible Use of Capital Receipts)- £2.651m** – Spend on the Smartcore project has been funded by the use of capital receipts in line with the 2021/22 Budget Strategy.
 - **IT Transformation (Flexible Use of Capital Receipts) - £1.102m** – Spend on the IT Transformation project has been funded by the use of capital receipts in line with the 2021/22 Budget Strategy.
 - **IT Investment - £0.432m** – Investment in IT equipment that had previously been profiled to spend in 2022/23 has been accelerated into 2021/22.
 - **Gigabit Voucher Scheme - £0.055m** - Small amount of acceleration as costs profiled varied slightly to plan, expenditure has been forward funded from 2022/23.
 - **Converged Fibre - £0.032m** - Small amount of acceleration as costs profiled varied slightly to plan, expenditure has been forward funded from 2022/23.
- **Change In Portfolio: (-£0.300m). Movement since Q3 report: (-£0.300m)**
 - **Transformation Projects - (£0.300m)** – Spend in relation to the waste services transformation project, identified as an eligible project under the Flexible Use of Capital Receipts scheme, was held in this portfolio. All spend relating to this project is now recorded under the Environment and Climate Change portfolio.

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

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
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	16
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	WSSC 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

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

REVENUE BUDGET OUTTURN 2021/22

	Latest budget for year £000	Net spending £000	Outturn variation £000
Sources of Finance			
Precept	-509,476	-509,476	0
Business Rates Retention Scheme	-93,408	-93,408	0
Collection Fund Deficits	20,171	20,171	0
Covid-19 Expenditure Pressures Grant	-15,618	-15,618	0
Covid-19 Income Loss Compensation	-158	-158	0
Local Council Tax Support Grant	-6,632	-6,632	0
Local Tax Income Guarantee - Business Rates	199	199	0
Local Tax Income Guarantee - Council Tax	-224	-224	0
New Homes Bonus Grant	-2,358	-2,358	0
Social Care Support Grant	-18,169	-18,169	0
Financing Sub-Total	-625,673	-625,673	0
Portfolio Budgets			
Adults Services	210,620	210,446	-174
Children and Young People	132,937	132,799	-138
Community Support, Fire and Rescue	41,923	41,473	-450
Environment and Climate Change	59,409	56,752	-2,657
Finance and Property	28,241	30,963	2,722
Highways and Transport	37,229	36,010	-1,219
Leader	2,745	2,453	-292
Learning and Skills	36,985	38,623	1,638
Public Health and Wellbeing	0	0	0
Support Services and Economic Development	41,471	40,842	-629
Portfolio Sub-Total	591,560	590,361	-1,199
Non-Portfolio Budgets			
Capital Financing - Repayment (MRP)	11,866	12,373	507
Capital Financing - Interest	19,198	19,293	95
Revenue Contribution to Capital - Business Rates Pilot	1,900	1,900	0
Revenue Contribution to Capital - Other	4,458	4,458	0
Investment Income	-2,481	-2,481	0
General Contingency	4,969	0	-4,969
Transfers to/(from) Reserves - Business Rates Pilot	-4,490	-4,490	0
Transfers to/(from) Reserves - Other Earmarked	13,809	13,809	0
Transfer DSG Deficit to Unusable Reserves	-15,116	-15,116	0
Non-Portfolio Sub-Total	34,113	29,746	-4,367
Net Outturn Underspend			-5,566
Agreed Allocations:			
- Balance of homeworking net underspending transferred to Service Transformation Fund			597
- Unallocated Contingency balance carried forward via Inflation Contingency Reserve			4,969
Total (Transferred to Reserves)			5,566
Memo: Contingency			
		£000	
Original Budget (General & Pay Consolidated)		8,600	
September PRR Decision: Funding allocation for the Fire & Rescue Service pay award		-225	
Outturn PRR Decision: Funding allocation for backdated NJC/Hay/SMG pay award		-3,406	
Available Contingency		4,969	

Agenda Item 4

Appendix 1

Balances and Reserves	Balance at 31-Mar-21	Balance at 31-Mar-22	Annual Movement	Detail on Annual Movements >£1m
	£000	£000	£000	
Earmarked Reserves:				
Adult Social Care Reform Risk (formerly Adults & Health Pressures and Recovery)	-4,700	-4,963	-263	N.B. This reserve has been repurposed to help manage adverse financial implications arising from reforms to Adult Social Care due in October 2023
Ash Dieback	-1,200	-1,200	0	
Budget Management	-54,417	-61,657	-7,240	Includes £6.6m s31 Business Rates Relief NNDR3 Reconciliation Grant 2021/22
Business Rates Pilot Fund	-21,870	-17,380	4,490	£1.9m applied to capital programme (Gigabit, Fibre, Infrastructure); £0.3m applied to revenue (Broadband); £2.3m residual 2019/20 NNDR Collection Fund deficit
Children First Improvement Plan	-2,285	0	2,285	£2.3m full application of 20/21 underspending carried forward to provide temporary improvement funding
Covid-19 Fund	-6,972	-15,976	-9,004	£15.6m Pressures Grant, £44.2m unringfenced service grants, £3.0m retained LCTSG; £47.4m applied to revenue, £3.6m applied to capital, £3.0m income losses
Economic Growth	-2,059	-1,984	75	
Elections Reserve	-600	0	600	
Highways Commuted Sums	-4,069	-5,165	-1,096	Surplus of sums receivable by Planning Services during year over amount applied to eligible Highways schemes
Highways On-Street Parking	-1,921	-1,397	524	
Inflation Contingency	0	-4,969	-4,969	Carry forward of unallocated 21/22 contingency budget to mitigate anticipated inflationary pressures in 22/23
Infrastructure Works Feasibility	-1,436	-1,930	-494	
Insurance Reserve	-5,845	-3,329	2,516	£2.3m partial funding of increase to insurance provision for known claims; £0.2m revenue overspend (school income shortfall)
Interest Smoothing Account	-2,254	-2,778	-524	
Miscellaneous Service Carry Forwards	-221	-1,311	-1,090	Includes £0.8m for IT restructuring and £0.2m West Sussex Safeguarding Children Partnership
Recycling & Waste PFI	-10,547	-10,362	185	
Schools Sickness & Maternity Insurance Scheme	-1,771	-1,403	368	
Service Transformation Fund	-13,569	-13,346	223	
Social Care Support Grant 2018/19	-1,517	-499	1,018	£1.0m applied to Adults Services portfolio per budget approved by Full Council in February 2021 as contribution towards delivering the Adults' Development Plan
Statutory Duties	-2,437	-2,246	191	
Street Lighting PFI	-23,362	-22,953	409	
Unapplied Revenue Grants	-1,045	-2,805	-1,760	Includes £1.5m Domestic Abuse carry forward for allocation in 22/23 in accordance with the Pan Sussex Domestic Abuse Accommodation & Support Strategy
Waste Materials Resource Management Contract	-25,364	-23,497	1,867	£1.9m applied to Environment and Climate Change portfolio per approved budget for estimated in-year lifecycle expenditure
Other Earmarked Reserves	-2,007	-2,241	-234	
Earmarked Reserves (Excluding Schools)	-191,468	-203,391	-11,923	
School Balances	-24,778	-27,740	-2,962	Increase in balances attributable to locally managed school budgets
Total Earmarked Reserves	-216,246	-231,131	-14,885	
General Fund	-20,286	-20,286	0	
Capital Grants Unapplied	-55,031	-21,229	33,802	Net position of grants/contributions receivable for year (conditions met) (£56.8m) and grants/contributions applied to capital programme (£90.6m)
Capital Receipts Reserve	-4,789	-4,789	0	Net position of capital receipts for year (£12.0m) and amounts applied to finance capital expenditure (including flexible use of capital receipts) (£12.0m)
Total Usable Reserves	-296,352	-277,435	18,917	
Memo: Dedicated Schools Grant Reserve	31-Mar-21 £000	31-Mar-22 £000	Movement	
Deficit Balance on DSG Unusable Reserve	10,388	25,504	15,116	
Balance of Usable Reserves	-285,964	-251,931	34,033	
Net of DSG Unusable Reserve				

Covid-19 Summary - As At 31st March 2022

Finance Summary

1. 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. All costs relating to the pandemic which were incurred in 2021/22 have been funded from government grants or from other income received from partners.
2. **Table 1** details the outturn position of Covid-19 expenditure and income for 2021/22 by Portfolio. The presentation of this table has been updated to separate grants which have been administered by the County Council to care providers on behalf of the Government.

Table 1 – Covid-19 Summary

Portfolio	Projected Expenditure
Adults & Health	£16.420m
Children & Young People	£0.146m
Learning & Skills	£1.767m
Community Support, Fire & Rescue	£10.272m
Environment & Climate Change	£0.233m
Finance & Property	£0.895m
Highways & Transport	£1.668m
Public Health & Wellbeing	£9.692m
Support Services & Economic Development	£0.542m
Non-Portfolio	£8.404m
Total Portfolio Expenditure	£50.039m

Adults & Health – Grants administered by the County Council on behalf of Government	£21.273m
Total Expenditure	£71.312m

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)	(£30.252m)
<i>Grant</i> –Covid-19 specific grants including (Contained Outbreak Management Fund, Local Support Grant and others)	(£37.463m)
<i>Grant</i> –Covid-19 specific grants administered in accordance to Government requirements (including Infection Control and others)	(£24.337m)
<i>Other Income</i> – Covid-19 income estimated contribution from the Clinical Commissioning Group (CCG).	(£2.334m)
Total Income Available	(£94.386m)

Repayment of Central Government Administered Grants	£3.064m
--	----------------

Repayment of Local Authority Unused Grant	£0.192m
--	----------------

Remaining Grant To Carry Forward into 2022/22	(£19.818m)
--	-------------------

3. The £19.8m grant funding which has been carried forward into 2022/23 consists of:
 - £13.0m of **Local Authority Non-Ringfenced Grant** which remains committed to cover the on-going impacts and costs associated with the pandemic. This balance also includes the committed 2022/23 capital contribution of £1.723m towards the A284 Lyminster Bypass works which have been heavily impacted by the pandemic.
 - £3.0m relates to the **Local Council Tax Support Grant** which has been allocated to provide council tax support to residents in the 2022/23 Budget.
 - £3.6m relates to the ringfenced **Contained Outbreak Management Fund (COMF)**. This funding is committed to help reduce the spread of Covid-19 and to support local public health.
 - £0.2m relates to the ringfenced **Emergency Active Travel Fund** which is committed to protecting and increasing travel services.
4. 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 £13.0m non-ringfenced grant to be safeguarded to assist the challenges ahead.
5. A forward assessment of the areas which may require funding from the Covid-19 grant next year has taken place which has identified the following key areas:
 - 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.
 - The continuation of the Community Hub which helps to support the most vulnerable residents in West Sussex.
 - Other costs associated with the pandemic including personal protective equipment (PPE), Covid-19 test kits for front-line staff and additional cleaning of public buildings.
6. There have been a number of specific ringfenced grants which have been administered by the County Council in accordance with Government directives. These grants included the Infection Control, Rapid Testing, Workforce Recruitment and Retention Fund and Care Staff Vaccination. £3.1m of the Central Government administered grant, covering 2020/21 and 2021/22, has been returned to the County Council from care providers. In accordance with the grant conditions, this funding must be repaid back to the Government.
7. The County Council has endeavoured to maximise the Covid-19 ringfenced grants, however there are two specific grants where the unspent funding balance is required to be repaid to the Government:

- £0.003m - Additional Dedicated Home to School and College Transport Grant, and
 - £0.189m - Practical Support Framework Grant.
8. The Practical Support Framework Grant relates to funding given to Local Authorities to support people who were self-isolating; with clear instruction that the funds could not be used to deliver financial support. With the national Covid-19 restrictions ceasing in February 2022, a modest balance of £0.189m remained unspent and will be returned to the Government.

Covid-19 Key Decisions During 2021/22

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

Table 2: Key Decisions Which Have Impacted in Year Expenditure

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

Agenda Item 4

Appendix 2

Table 3 - Covid-19 Grant - As At 31st March 2022

Description	Total Funds Available In 2021/22 £m	Total Utilised In 2021/22 £m	Grants Repaid/ To Be Repaid 2021/22 £m	Total Grant Available 2022/23 £m	Update and Explanation of Grant
Non-Ringfenced Grant and Contributions:					
Local Authority Non-Ringfenced Grant	22.746	9.770	-	12.976	The £12.976m funds remaining are committed to funding the on-going impact of the pandemic into 2022/23. This includes a £1.723m transfer to the Capital Programme to fund additional costs which originated during the pandemic.
Fire Contingency Fund	0.052	0.052	-	-	
Local Council Tax Support	6.628	3.628	-	3.000	
Omicron Support Grant	0.826	0.826	-	-	
Total Non-Ringfenced Grant	30.252	14.276	-	15.976	The 2022/23 Budget agreed by County Council allocated the remaining £3.0m of Council Tax support for residents.
Specific/ Dedicated Grants (WSCC Expenditure):					
Contain Outbreak Management Fund	23.323	19.672	-	3.651	Funding to help reduce the spread of Covid-19 and support local public health. There are commitments against the remaining grant and is expected to be utilised in 2022/23.
Test and Trace	1.311	1.311	-	-	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)	1.371	1.371	-	-	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	0.648	0.645	0.003	-	To provide sufficient transport capacity so children and young people can attend school and college safely and on time. Small underspend to be returned to the Department for Education.
Winter Support Grant	0.823	0.823	-	-	The Winter and Local Support Grants 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	2.340	2.340	-	-	
Practical Support Framework	1.758	1.569	0.189	-	To support people who have been told to self-isolate in carrying out essential tasks or offer social or emotional support.
Household Support Fund	4.870	4.870	-	-	To support vulnerable households to meet daily needs such as food, clothing and utilities.
Travel Demand Management Grant	0.134	0.113	-	0.021	Public transport support funding. Remaining funding to be fully utilised in 2022/23.
Bus Support Services Grant	0.328	0.328	-	-	To support bus operators to continue running services during lockdown (supported transport routes).
Emergency Active Travel Fund	0.470	0.300	-	0.170	Funding to Protect and Increase Travel Services. Phase 2. Remaining grant to be fully utilised in 2022/23.
Wellbeing for Education Grant	0.087	0.087	-	-	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:	37.463	33.429	0.192	3.842	
Specific/ Dedicated Grants Administered in Accordance to Government Requirements:					
Infection Control	11.660	9.448	2.212	-	To support adult social care providers to reduce the rate of Covid-19 within and between care settings through infection prevention and control practices. Unspent funding repaid by care providers is to be returned to Central Government.
Rapid Testing	7.229	6.693	0.536	-	To support adult social care providers to reduce the rate of Covid-19 by providing rapid testing to staff and visitors. Unspent funding repaid by care providers is to be returned to Central Government.
Workforce Recruitment and Retention Fund (Adult Social Care)	4.995	4.698	0.297	-	To support local authorities to address adult social care workforce capacity pressures in their geographical area through recruitment and retention activity. Unspent funding repaid by care providers is to be returned to Central Government.
Care Staff Vaccination	0.453	0.434	0.019	-	To support care providers and social care staff with the costs associated with accessing Covid-19 and flu vaccinations. Unspent funding repaid by care providers is to be returned to Central Government.
Total Specific/ Dedicated Grants Administered:	24.337	21.273	3.064	-	
Total Revenue Grants	92.052	68.978	3.256	19.818	
Capital Ringfenced Grants:					
Emergency Active Travel Fund - Phase 2	2.233	0.275	-	1.958	Capital funding to protect and increase travel services.
Total Capital Ringfenced Grants	2.233	0.275	-	1.958	
Overall Total Grants	94.285	69.253	3.256	21.776	

Service Transformation and Flexible Use of Capital Receipts Update - Q4 2021/22

Service Transformation Summary

1. At the start of the year, the balance within the Transformation Reserve stood at £13.6m. Of this remaining funding, £9.4m had 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.
2. Following a robust scrutiny of the Smartcore Programme and Insource and Procurement of Information Technology Services Project, a decision has been taken to utilise the opportunity to fund these eligible projects through the Flexible Use of Capital Receipts Strategy which was agreed by County Council in the 2021/22 Budget. This action has resulted in the releasing of £3.8m within the Service Transformation Reserve funding for future projects; with only £0.8m of costs charged to the Service Transformation Reserve in 2021/22.
3. In addition, an in-year one-off saving of £1.2m has been generated within the Portfolio revenue budgets relating to Homeworking and Changes In Service Delivery. £0.6m of this saving has been used to cover the costs associated with the office move from Centenary House Durrington to Durrington Bridge House, with the remaining £0.6m being transferred to the Service Transformation Reserve to help fund future Smarter Ways of Working projects.
4. This has resulted in the Service Transformation Reserve completing the year with a reserve balance of £13.3m. Of the funding remaining, £4.9m is committed to fund approved projects which are currently progressing, leaving £8.4m of unallocated funding.

SMARTCORE Programme

5. The Smartcore programme is focused upon making HR, Finance and Procurement business processes more efficient and economic through the replacement of the existing SAP system with Oracle Fusion.
6. The programme adheres to 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.
7. The programme is in the configuration and sprint phases, with the systems integrator taking WSCC on a 'walkthrough' of the defined environment (shaped by the previous design phase). Following this phase, the system will be thoroughly evaluated via integration testing with key line of business applications as well as user acceptance testing, and payroll runs.

8. The data migration strategy has been completed and work is underway to commence data migrations activities. The project is now increasing in pace with a planned implementation in the spring of 2023.
9. A review of the financial elements of the Smartcore programme is currently underway. It is likely that the programme will require additional funding to successfully complete the implementation of the project as the timelines for delivery have extended further than anticipated when the original budget was constructed. Further details will be included within the Q1 2022/23 Performance and Resources Report.
10. Following a robust review of the project's expenditure and in-line with the County Council's Flexible Use of Capital Receipts Strategy, the expenditure incurred for this project in 2021/22 has been funded from capital receipts income, rather than the Service Transformation Reserve.

Insourcing and Procurement of IT Services

11. Following a joint review by the County Council and Capita, a decision was taken to transfer IT services away from Capita on the 30th September 2021 as part of our move to a new operating model.
12. With this transfer completed, 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.
13. Rather than a single supplier, the council now has multiple suppliers, smaller and more specialist to support the IT Strategy and Council agenda.
14. During the fourth quarter, the IT service has continued to modernise and has progressed a further procurement to add a specialist network equipment and maintenance supplier to the Council's IT partner ecosystem.
15. Transformation activity has continued, with the notable action of replacing both datacentre uninterruptable power supplies during January, with modern, highly efficient units that will reduce Council electricity consumption and CO2 emissions.
16. It is anticipated the cost of transition will be in the region of £2.3m, £0.4m less than the agreed initial project budget of £2.750m. The transformed services will also deliver the anticipated budget savings of £0.750m per annum.
17. Following a robust review of the project's expenditure and in-line with the County Council's Flexible Use of Capital Receipts Strategy, the expenditure incurred for this project in 2021/22 has been funded from capital receipts income, rather than the Service Transformation Reserve.

Better Use of Technology within Children's Services

18. Following the decision taken by the Cabinet Member for Children and Young People in August to procure a recording system for Children, Young People and

Learning, the contract has now been awarded and work is expected to begin in the early part of 2022/23. As a result of this two-year programme of work, a number of non-financial benefits are expected to be delivered, including:

- A reduction in the time spent recoding information for children in sibling groups,
- Improving data sharing and reducing risks associated with having multiple recording systems across the service,
- Enabling Social Workers to spend more of their time with children and families by having a mobile working toolkit to help them maximise the use of their equipment and work flexibly,
- Improving the quality of data held on the recording system, ensuring the data we hold is accurate and easy to understand for children and their families.

Support Services Programme

19. 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).
20. Services for Graphic Design Printing is expected to be out-to-tender shortly. The service will be delivered under a new contract from 1st October.
21. 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.
22. The planned tendering process for the remaining 21 CSC services closed on 16th May and the outcome will be communicated to key stakeholders accordingly.
23. The majority of the remaining services will move to the Council on or before the end of the contract. Employment Support Services (Payroll services and HR support to schools) will move to the Council on the 1st of June. The remaining services will move on the 1st October.
24. £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 Capita and technical support.

Early Years Property Support Project

25. As part of the revised Early Help model in West Sussex, a number of one-off and temporary property services costs have been incurred. Expenditure of £0.317m associated with project management, property clearance and holding was incurred in 2021/22, with further costs expected in 2022/23 as works continue on the disposal or re-assignment of affected buildings.

Smarter Ways of Working Programme

26. 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.
27. The programme team have been running workshops with staff to enable experiences and ideas to be shared across the County Council.
28. A budget of £0.320m has been allocated to fund the initial scoping, planning and engagement of this programme of works. This work is currently underway.

Future Projects – Earmarked Commitments

29. A number of new projects are currently being scrutinised through the Service Transformation Governance Process. Currently, £2.6m 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 from £8.4m to £5.8m.
30. As seen in 2021/22, it is likely that some future project expenditure, currently projected to be charged against the Service Transformation Reserve, will be eligible to be funded through capital receipts; 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.

Table 1 – Service Transformation – Overview of Current Projects

Project	Total Project Budget Allocated	Spend in Prior Years (Pre-2021/22)	Service Transformation Expenditure 2021/22	Flexible Use of Capital Receipts Expenditure 2021/22	Final Project Spend Forecast
Smartcore Programme	£7,500,000	£2,526,224	£0	£2,650,977	TBC
Insource of Procurement and IT Services	£2,750,000	£473,667	£0	£1,102,213	£2,300,000
Better Use of Technology – Children’s Services	£463,000	£0	£125,484	£0	£463,000
Support Services Programme	£1,200,000	£0	£0	£0	£1,200,000
Early Years Property Support Project	£397,000	£0	£317,505	£0	£397,000
Smarter Ways of Working Programme	£320,000	£0	£121,870	£0	£320,000
Temporary Expansion of IT Project Team (2021/22 2021/22 Final year of project)	£668,000	£373,840	£231,881	£0	£605,721
Community Hub – Worthing Library Relocation (2021/22 Final year of project)	£150,000	£78,747	£23,468	£0	£110,000
Total 2021/22 Spend			£820,208	£3,753,190	

Flexible Use of Capital Receipts Summary

31. As detailed within the 2021/22 Budget Report, the County Council approved the use of up to £10.0m of capital receipts in 2021/22 to fund specific eligible transformation projects under its Flexible Use of Capital Receipts Strategy.
32. Following a robust and prudent scrutiny of the expenditure incurred within the proposed projects, a total of £4.4m has been applied to capital receipts funding. The table below details the 2021/22 position for each of the capital receipts funded projects.

Table 2 – Updated of the Flexible Use of Capital Receipts – 2021/22

Project Description	Qualifying Expenditure	Estimated Project Cost as at February 2021	Actual Project Cost as at March 2022	Update on Position
Smartcore	Investment in transformational project, that supports HR, Procurement and Finance processes to enable automation and improved efficiency.	£1.5m	£2.7m	Project planned to complete in 2022/23
Insource & Procurement of IT Services	Service redesign to improve efficiencies and achieve savings.	£0.0m *Noted in narrative	£1.1m	Project planned to complete in 2022/23
Waste Service Transformation	Service redesign to improve efficiencies in waste collection and disposal contracts and continuation on initiatives with the district and boroughs to incentivise recycling (rephased from 2020/21 due to Covid-19 restrictions).	£1.3m	£0.6m	Delayed due to the pandemic
Total		£2.8m	£4.4m	

33. Looking ahead to the 2022/23 financial year, the County Council's Flexible Use of Capital Receipts Strategy details that it proposes to use the flexibility to fund up to £10.0m of qualifying transformation expenditure.

2021/22 CAPITAL MONITOR as at the end of March 2022

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7) Variance
	21/22 In-Flight Capital Programme (February County Council)	21/22 Pipeline Capital Programme (February County Council)	21/22 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2020/21	Total 21/22 Revised Capital Programme	Full Year Actuals	Over/(Under) Spend
	£000	£000	£000	£000	£000	£000	£000
Adults Services	2,039	0	2,039	3,095	5,134	4,796	(338)
Children and Young People	60	940	1,000	417	1,417	541	(876)
Community Support, Fire and Rescue	2,845	800	3,645	71	3,716	7,214	3,498
Environment and Climate Change	3,613	1,000	4,613	685	5,298	2,890	(2,408)
Finance and Property	2,683	6,154	8,837	(2,171)	6,666	6,488	(178)
Highways and Transport	30,957	23,702	54,659	601	55,260	55,238	(22)
Leader	661	1,523	2,184	2,659	4,843	5,487	644
Learning and Skills	10,505	9,001	19,506	3,182	22,688	23,158	470
Support Services and Economic Development	4,674	500	5,174	(2,760)	2,414	6,209	3,795
Total Capital Programme	58,037	43,620	101,657	5,779	107,436	112,021	4,585

Sources of Finance	£000
Government Grant	79,100
Revenue Contributions to Capital Outlay	6,358
Capital Receipts	12,043
Core Borrowing	0
Economic Development Borrowing	2,992
External Contributions including S106	11,528
Total	112,021

This page is intentionally left blank

Corporate Risk Register Summary

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. 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

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

Transition to a controlled framework for process and practice.

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

Provide capacity & capability to align with National Cyber-Security centre recommendations.

Ongoing

Maintain IG Toolkit (NHS) & Public Service Network security accreditations.

Ongoing

Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.

Ongoing

Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.

Ongoing

Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)

Ongoing

CR11

Current
Score

16

Target
Score

8

Initial
Score

20

Risk Change
Increasing



Risk Description

As a result of skill shortages across various sectors, and less attractive employment offers in comparison to other organisations and locations (amplified by the current cost of living situation), there is a risk that we will not be able to recruit and retain sufficient numbers of skilled staff to manage and deliver quality services.

Date Risk Raised

01/03/2017

Risk Owner

Director of Human
Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action

Target Date

Benchmarking of salaries against peers to attract and retain talent for key areas.

01/07/2022

Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.

01/07/2022

Development and regular communication of comprehensive employee value proposition.

01/03/2023

Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.

Ongoing

Produce Directorate Workforce Plans, in collaboration with services, to identify skills, capacity and capability requirements (current and future). Including succession planning for key roles, and defining training and career pathways.

Ongoing

CR61

Current
Score

15

Target
Score

10

Initial
Score

25

Risk Change
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

Director of Children,
Young People and Learn...

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

15

Target Score

10

Initial Score

25

Risk Change

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

15

Target Score

10

Initial Score

25

Risk Change

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

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

15

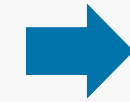
Target
Score

10

Initial
Score

20

Risk Change
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

Ensure robust project and programme governance in place and monitor delivery.

Target Date

Ongoing

CR72

Current
Score

12

Target
Score

8

Initial
Score

20

Risk Change
Decreasing



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

Director of Children, Young
People and Learning

Risk Strategy

Treat

Risk Control/Action

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.

Target Date

01/09/2022

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

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.

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

12

Target Score

12

Initial Score

12

Risk Change

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

CR73

Current Score

12

Target Score

8

Initial Score

12

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

Director for Place Services

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

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

CR39b

Current Score

9

Target Score

9

Initial Score

20

Risk Change
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.

Ongoing

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
9

Target Score
6

Initial Score
20

Risk Change
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
8

Target Score
4

Initial Score
16

Risk Change
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	Ongoing
Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	Ongoing

CR65

Current
Score

6

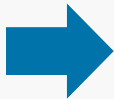
Target
Score

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 - Q4 2021/22

Leadership and Management		Indicator 2021/22	Q4 2021/22	Q3 2021/22
Leadership Stability	Percentage of Senior Management positions filled by permanent WSCC employees (excluding vacancies)	95%	98%	97%
	Rolling 12-month turnover percentage for permanent positions at HAY Grade (or equivalent) and above	11%	10%	11%
Resourcing and Talent		Indicator 2021/22	Q4 2021/22	Q3 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	5,550	5,577
	Employed Headcount <i>At the end of the reporting period)</i>	Not Applicable	5,367	5,398
	Employed FTE <i>At the end of the reporting period)</i>	Not Applicable	4,802	4,828
	Number of new Apprentice starters since the start of Financial year (excluding Schools)	113	108	93
Agency (Matrix)	Total contract spend with Matrix	Not Applicable	£4,969,009	£4,618,499
	Agency (Matrix) % of Employed workforce	Not Applicable	8%	7%
Staff Turnover	Rolling 12-month turnover rate	Between 9% and 13%	13%	12%
Performance and Development		Indicator 2021/22	Q4 2021/22	Q3 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)	78% (Nov 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)	70% (Nov 2021 Survey)
	Staff induction completion rates	90%	82%	82%

Wellbeing, Values and Ways of Working		Indicator 2021/22	Q4 2021/22	Q3 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)	89% (Nov 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)	81% (Nov 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)	72% (Nov 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.	16.4	15.5
	Number of calendar days lost due to short term sickness absence (less than 21 calendar days)	Not Applicable	6,447	6,956
	Top reason for short term absence (less than 21 calendar days)	Not Applicable	Coronavirus	Respiratory, Cough, Cold, Flu
	Number of calendar days lost due to long term sickness absence (more than 21 calendar days)	Not Applicable	14,144	14,388
	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	Q4 2021/22	Q3 2021/22
Employee Disclosure Rate	Disclosure rate for self-declaration of an employee's: disability; sexual orientation; race/ethnicity; religion	30%	31%	17%

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, 10 are 'Green' and two are 'Amber'. This is different from the previous quarter where there were nine 'Green' measures, two 'Amber' and one 'Red'.
2. The previously rated 'Red' KPI was in relation to the employee disclosure rate for diversity details; this measure has now turned 'Green'. This KPI combines four Protected Characteristics (Disability; Ethnicity; Sexual Orientation; and Religion) and provides the percentage of the workforce who have provided their data across all four Protected Characteristics. A low rate in one of these characteristics pulls down the combined declaration percentage. The Q3 figure for this KPI was 17% which was significantly below the indicator level of 30%. The figure for Q4 is now 31% (+14%) with the disclosure rate for each of the four individual Protected Characteristics now being: 44% for Disability; 62% for Ethnic Origin; 41% for Sexual Orientation; and 33% for Religion/Belief (for Q3 these were: 32%; 50%; 28%; and 18% respectively). This increase is due to the completion of the first part of the plan to improve the level of employee disclosure across all diversity and inclusion characteristics.
3. This quarter, the 'Amber' rated KPIs are:
 - a. Rolling 12-month average number of calendar days lost due to sickness absence per FTE. The Q4 figure for this KPI is 16.4 calendar days, which is 1.4 calendar days above the indicator level of 15 calendar days per annum. This is a 0.9 calendar day increase on the Q3 figure. Further details are provided below.
 - b. The staff induction completion rate which fell from 90% in Q2 to 82% in Q3 and has stayed at the same level in Q4. The indicator is 90%. The induction completion rate in Children and Young People has fallen for the second consecutive quarter and is now at 71% (from 78% in Q3 and 93% in Q2). Following a fall in Adults and Health last quarter, the completion rate has improved to 83%.
4. The last staff Pulse Survey was undertaken in November 2021. The next Pulse Survey was undertaken in May 2022, therefore the five KPIs based on the Pulse Survey will be refreshed in Q1 2022/23.
5. Employee headcount has decreased slightly from 5,398 to 5,367, a fall of 31. Children and Young People decreased by 46 (1,355 in Q3 from 1,309 in Q4) mainly due to the continuing reconfiguring of the service.
6. Rolling annual turnover has remained within the indicator range but it has increased to 13% (12% in Q3). Rolling turnover for our two largest Directorates: Children, Young People and Learning; and Adults and Health, is 15.1% and 12.4% respectively (compared to 14.8% and 11.6% respectively last quarter).
7. 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 0.9 days and is above the indicator level of 15 calendar days per

annum for the second quarter running. There are two main reasons for this increase:

- i. like most organisations, the County Council experienced higher than normal absence due to Covid-19. Covid-19 sickness accounts for 3,647 absence days of the total sickness absence for Q4 (20,591). If Covid-19 sickness is excluded from the sickness absence figures then the rolling 12-month average number of calendar days sickness per FTE drops from 16.4 days to 15 days which is the top of the indicator range and would result in this KPI being rated as green.
 - ii. the 12-month rolling nature of this KPI where each new quarter replaces the same quarter from the previous year. This financial year, each new quarter has had higher sickness absence than its counterpart it is replacing, hence a steady increase to where it is now. We would generally expect a decrease going into Q1/Q2 (Spring/Summer) but the rolling 12-month figure will depend on whether it is comparable to or lower than the previous Q1 it is replacing.
8. After an increase in short-term sickness absence (<21 days) last quarter, the number of calendar days lost in Q4 has reduced (6,447 in Q4 from 6,956 in Q3). There has also been a small reduction in the long-term sickness absence (14,144 in Q4 from 14,388 in Q3).
9. There has been a change in the top reason for short-term sickness absence, which is now Coronavirus from Respiratory, Cough, Cold, Flu last quarter. There has been no change in the top reason for long-term sickness which remains Anxiety, Stress, Depression, Mental Health.

Proposed amendments to KPIs on Our Council Plan

Existing Measure Description	Existing Baseline (date)	Existing 2022/23 Target	Existing 2023/24 Target	Existing 2024/25 Target
Percentage of care-leavers aged 19-21 who are in Employment, Education or Training	53% (Dec-21)	64%	64%	64%
Proposed Measure Description	Proposed Baseline (date)	Proposed 2022/23 Target	Proposed 2023/24 Target	Proposed 2024/25 Target
Percentage of care-leavers aged 17-21 who are in Employment, Education or Training	60% (Dec-21)	64%	64%	64%
Business Case for Change The current measure is just covering 19- to 21-year-olds, who are in employment, education, or training. However, the DfE statutory return (Children Looked After SSDA903) also includes 17- and 18-year-olds. By including them within the measure, we will be able to provide a more accurate picture and a single, comparable view of our CYP who are in Employment, Education or Training (EET). This will allow us to focus on developing pathways for our CYP into EET in a more systematic and coordinated manner. We will also be able to demonstrate the impact of our interventions more readily. Whilst ONS figures cover 16–24 year-olds, this national data comes from the Labour Force Survey (LFS) focussing on those not in full time education, employment or training and is not directly comparable.				

Existing Measure Description	Existing Baseline (date)	Existing 2022/23 Target	Existing 2023/24 Target	Existing 2024/25 Target
Percentage of safeguarding concerns that become a Section 42 enquiry.	53.45%	37%	37%	37%
Proposed Measure description	Proposed Baseline (date)	Proposed 2022/23 Target	Proposed 2023/24 Target	Proposed 2024/25 Target
Outcomes of safeguarding risk – where a risk was identified, the outcome/expected outcome when the case was concluded for Section 42 enquires (% where risk remains).	8.6% 2020/21	7%	6%	5%
Business Case for Change The current performance measure was added due to an issue with safeguarding triage. This has been corrected with an improved triage process and the introduction of the Safeguarding Hub. Since the Hub being implemented, the performance has been above the national average, but the service is confident in the decision-making process and proposes a focus on risk reduction. The new measure continues to inform the outcome to provide 'support to people when they need it' in Our Council Plan. The proposed measure better aligns with adults' outcomes measures and can be benchmarked against other local authorities in the SEADASS group annually. The key measure is where the risk remains even after the section 42 enquiry has been concluded. This should be as low as possible. Risk reduced and risk removed will also be measured. The SEADASS average is 8.8% (2019/20) and our proposed targets would take WSCC from a position above average with improvements to keep the council in the better performing cohort. (This supports the current Safeguarding Adults Collection (SAC). SAC is part of NHS Digital and hence customer facing. The SAC can also be benchmarked against other local authorities annually).				

This page is intentionally left blank

Key decision: Yes
Restricted/Unrestricted
Ref: CAB02 22/23

Report to Cabinet

July 2022

West Sussex Fire & Rescue Service Annual Statement of Assurance 2021-22

Report by Chief Fire Officer

Electoral division(s): All

Summary

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP), this will be known as a Community Risk Management Plan (CRMP) for 2022/2023. Statements of assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are being provided. This document outlines the way in which the West Sussex County Council and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's IRMP during 2021/2022.

Recommendation

Cabinet is requested to approve the West Sussex Fire and Rescue Service Annual Statement of Assurance 2021-22

Proposal

1 Background and context

- 1.1 The Fire and Rescue National Framework for England, published on 11 July 2012, sets out that: "Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in this Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance."
- 1.2 As reported in a high level overview the West Sussex County Council Annual Governance Statement 2020-21, references actions to reinforce service improvement in Fire and Rescue and Children's Services and contribution to the County Council's overall assurance of improved corporate capability and capacity.

Agenda Item 5

- 1.3 This statement of assurance highlights the areas that have been delivered to address that as well as the original Integrated Risk Management Plan Objectives that feed into that assured position.
- 1.4 Fire and rescue authorities are accountable for their performance and should be open to evaluation by the communities they serve. Information on their performance should be accessible, robust, fit-for-purpose and accurately report on effectiveness and value for money and this report provides that to the Council and its Executive with supporting data reviewed at the Fire and Rescue Service Scrutiny Committee.
- 1.5 Fire and rescue authorities are responsible for ensuring that their business is conducted in accordance with the law and proper standards, and that public money is properly accounted for and used economically, efficiently and effectively.
- 1.6 As some information has been presented throughout the year this has been highlighted to ensure that it is clear, accessible, and user-friendly within existing documents. There have been extracts, or links to these documents embedded into the statement of assurance.
- 1.7 The statement of assurance will be used as a source of information on which to base the Secretary of State's biennial report under section 25 of the Fire and Rescue Act 2004.
- 1.8 Fire and rescue authorities may wish to include a section in their statements of assurance on any potential improvements they have identified across their accounting, governance or operational responsibilities to communities, particularly where plans are underway. This report includes the annual report and makes reference to the new Community Risk Management Plan (CRMP) that went to public consultation in Q3 of 2021 and saw all proposals being supported by the community meaning the CRMP proposal document was developed and approved by Cabinet on 15th March 2022.
- 1.9 The statement of assurance should be signed off by the elected member of the authority who is able to take responsibility for its contents. For the County Council the Cabinet Member for Community Support Fire and Rescue proposes the report for collective endorsement by the Cabinet and so it has been entered into the forward plan for a decision on 20th July 2022 by Cabinet.

2 Proposal details

- 2.1 West Sussex County Council is the Fire Authority for West Sussex Fire and Rescue Service (WSFRS) and is responsible for:
 - Firefighting and rescue
 - Protecting people and property from fire
 - Promoting fire safety in the home
 - Providing special services for emergencies
- 2.2 Under the direction of the Cabinet Member for Fire and Rescue and Communities, West Sussex Fire and Rescue Service, within West Sussex County Council, has prepared an Annual Statement of Assurance for 2021-22.

2.3 Decisions relating to the fire and rescue service taken by those with executive authority will be scrutinised by the Fire & Rescue Service Scrutiny Committee which was established at the full county council meeting on 17 December 2019.

2.4 In the case of county council fire and rescue services the close working relationships that exist with other county council areas of responsibility such as adult care, children's services and public health are significant. This enables a holistic approach to keeping residents safe.

3 Other options considered (and reasons for not proposing)

3.1 The Fire Authority is statutorily required under the Fire and Rescue National Framework for England to produce an annual statement of assurance and the content of and approach to the preparation of the report are in line with national guidance, therefore no other options have been considered.

4 Consultation, engagement and advice

4.1 The document has been considered by the Cabinet Member for Community Support and Fire and Rescue and was presented to the Fire and Rescue Scrutiny Committee and subsequently amended following its recommendations. These included minor grammatical changes and removal or adjustment to infographics detailing structure.

5 Finance

5.1 There are no financial implications to the Council.

6 Risk implications and mitigations

6.1 The Fire Authority, Cabinet Member and members of the Fire and Rescue Service Scrutiny Committee will continue to monitor the performance of the fire and rescue service to ensure that any risk is mitigated through effective planning through the subsequent years of the Integrated Risk Management Plan (IRMP). The IRMP ran until April 2022, at which point the new Community Risk Management Plan (CRMP) became a live document. This new CRMP has been through public consultation, and the proposals were agreed by Cabinet in March 2022.

Risk	Mitigating Action (in place or planned)
Not being able to adopt an Annual Statement of Assurance (SOA)	All information supporting this informs the Council's Integrated Risk Management Plan (IRMP) to ensure the SOA is accurate and timely to support the service.
Not recording information accurately	West Sussex Fire and Rescue Service record information about every emergency call received. We analyse where, why and how incidents have occurred to help us understand where incidents might happen in the future and how we are best placed to prevent them. We also use the latest modelling software, demographic profiling, census data and information from our partner

Risk	Mitigating Action (in place or planned)
	agencies. This information informs a critical fire risk map, which is updated every year based on rolling data from the previous three years.
Not mapping critical risk	The critical fire risk map is part of our local Risk Management Plans facilitates the targeting of prevention activity to prioritise resources to the most vulnerable residents and those communities at highest risk. This ensures resources are used efficiently to achieve the best possible outcomes for our communities. The critical fire risk map is part of our local Risk Management Plans and is used to assist in the targeting of prevention activity allowing WSFRS to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring its resources are used efficiently to achieve the best possible outcomes for our local communities. They are also used as the basis for our Emergency Response Standards.

7 Policy alignment and compliance

- 7.1 This report has positive implications for the community as it supports the continued improvement journey of the Fire and Rescue Service to all residents in West Sussex.
- 7.2 In terms of environmental sustainability, the IRMP makes clear the Authority's commitment to reducing the environmental impact of its operations and provides an indication of work done to date.
- 7.3 There are no equality implications associated with the content of this report. One of the principal aims of the Statement of Assurance is to provide an accessible way in which communities, public sector authorities and partners may make a valid assessment of our performance. The information presented in the report will be reviewed continuously to ensure that it reflects and adheres to any changes or developments in equalities legislation.

Sabrina Cohen-Hatton
Chief Fire Officer

E-mail: frs.governancesupport@westsussex.gov.uk

Appendices

Appendix A – Statement of Assurance 2021/22

Background papers

None

West Sussex Fire & Rescue Service

Annual Statement of Assurance 2021-22



Contents

Foreword from Cabinet Member for Community Support, Fire and Rescue		Agenda Item 5
Introduction from the Chief Fire Officer.....		Appendix A
Summary Statement	4	
Service Executive Board	4	
Governance.....	5	
Financial Performance Report	6	
Our People	8	
Performance Assurance Framework	9	
Her Majesty's Inspectorate of Constabularies Fire and Rescue Service (HMICFRS).....	11	
Strategic Objectives of IRMP 2018-22.....	12	
Major Incident/Emergency Preparedness.....	13	
Protection	14	
Prevention.....	15	
Managing Risk	16	
Response	21	
Development and Operational Training	27	
Integrated Risk Management Plan Progress.....	32	
Community Risk Management Plan (CRMP) 2022-26 Planning	37	
Appendix A - Framework Requirements	39	
Appendix B - Service Performance and Assurance Framework– Core Measures	41	

Foreword from Cabinet Member for Community Support, Fire and Rescue



Welcome to West Sussex Fire & Rescue Service's Statement of Assurance for 2021/22.

In my position as Cabinet Member for Community Support, Fire and Rescue, I am pleased to present our latest statement to the communities of West Sussex, which shows how we are meeting the requirements of the Fire and Rescue Service National Framework for England.

The Statement of Assurance sets out the Fire Authority's performance and governance arrangements, as well as the steps we are taking to progress the strategic aims set out in our newly launched Community Risk Management Plan (CRMP) [\[LINK\]](#). This is a strategic document which outlines the service's key priorities over the course of the next four years.

The last year has been an extremely challenging time for us all as we continue to feel the effects of the coronavirus pandemic. Despite these challenges, our fire and rescue service has continued to operate on the front line to keep our communities safe from harm.

I am extremely proud of the work that West Sussex Fire & Rescue Service contributes to protect us all, and I am satisfied that the Fire Authority's financial, governance and operational matters are operating effectively and meet the requirements detailed within the Fire and Rescue National Framework for England.

Duncan Crow, Cabinet Member for Community Support, Fire and Rescue

Introduction from the Chief Fire Officer



As Chief Fire Officer of West Sussex Fire & Rescue Service I am pleased to introduce our Statement of Assurance for the previous fiscal year.

The Statement of Assurance was first made a requirement of the 2012 [Fire and Rescue National Framework for England](#), and it reinforces my commitment to provide our communities with information about how we manage public funds and assure the effectiveness of our financial, governance and operational fire service arrangements. When emergencies do occur, West Sussex Fire & Rescue Service provides a 24/7 emergency response to deal with a wide range of incidents including fires, road traffic collisions and a variety of other, more unusual emergencies – such as rescues from height.

Our People, Response, Prevention and Protection teams are committed to delivering this vital service for our local communities, and we are all proud to serve the residents of West Sussex.

We have faced extremely challenging environments during the COVID-19 pandemic, but successfully maintained our statutory duties whilst also supporting the wider Sussex Resilience Forum response and recovery.

In addition to this work, we as a service have seen significant improvement work being carried over the course of the past year across our prevention, protection and response arrangements. Construction work has also commenced on our new Service Training Centre and new fire station for Horsham and we welcomed East Sussex FRS to the joint fire control arrangements which will now significantly improve collaborative cross border working. We have launched our new Community Risk Management Plan and we welcomed back inspectors from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for their second full inspection of the service. This new CRMP sets out how we will identify and manage risk, and how it's objectives contribute to the delivery of our four county council priorities, including the cross cutting Safer West Sussex Partnership.

When you need us, rest assured, our professional teams will continue to deliver the service West Sussex expects and deserves.

Dr Sabrina Cohen-Hatton
Chief Fire Officer for West Sussex Fire & Rescue Service

Summary Statement

What is Statement of Assurance?

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP), this will be known as a Community Risk Management Plan (CRMP) for 2022/2023.

Statements of assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are being provided. This document outlines the way in which the West Sussex Fire & Rescue Authority and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority’s IRMP during 2021/2022.

Service Executive Board

Our Service Executive board is made up of our three Principal Officers, supported by strategic advisors from Organisational Assurance & Governance as well as West Sussex County Council corporate functions representatives from HR and Finance.

Chief Fire Officer	Deputy Chief Fire Officer	Assistant Chief Fire Officer
Sabrina Cohen-Hatton	Mark Andrews	Peter Rickard

Strategic Advisors to Service Executive Board:

Senior Finance Business Partner	Head of Organisational Assurance & Governance	Senior Human Resources Business Partner
---------------------------------	---	---

Governance

West Sussex County Council (WSCC) is the Fire Authority for West Sussex Fire and Rescue Service (WSFRS) and is responsible for:

- Firefighting and rescue
- Protecting people and property from fire
- Promoting fire safety in the home
- Providing special services for emergencies

WSCC is made up of 70 councillors who are each elected to represent one division every four years. Functions are allocated across the full council, the Cabinet and a range of committees.

The Constitution explains how the county council operates and decisions are made, and the procedures which are followed to make sure that these are efficient, transparent and accountable to local people. All members meet as the full council and they are responsible for deciding some of the overall policies and setting the budget each year. The Constitution provides a clear separation between the operational decision making responsibility of our Fire and Rescue Service and the executive policy setting and scrutiny and role of County Councillors.

The WSCC Cabinet, or 'Executive', has ten members from the majority group on the council. The Cabinet proposes the key policy decisions of the council, which are subject to agreement by the full county council. Each Cabinet Member is allocated a portfolio of work for which they take personal responsibility. WSFRS is the responsibility of the Cabinet Member for Communities Support, Fire and Rescue. The Cabinet Member for WSFRS is Councillor Duncan Crow.

Decisions relating to the fire and rescue service and transformation plans of the service are endorsed by the Cabinet Member and subject to scrutiny by the Fire & Rescue Service Scrutiny Committee which was established at the full county council meeting on 17 December 2019. The most important or 'key decisions' about the service taken by the Cabinet Member and public debates of the FRS Scrutiny Meetings can be found on [the WSCC website](#). Both the Council's Cabinet, when taking the significant policy decisions, and the FRS Scrutiny Committee when proposals or service performance meet in public as a demonstration of accountability to the residents or West Sussex.

WSFRS is embedded within WSCC. As such, the service is linked to a range of key strategic planning areas that aids a holistic approach to keeping residents safe. These include emergency management, transport and spatial planning, the design of support for vulnerable people, flood risk management and the overall place shaping and democratic ownership of an area.

Financial Performance Report

How your money is spent

WSFRS is an integrated part of WSCC. As such, it receives a range of services provided centrally, either via county council corporate functions or procured contracts. These include provision for payroll, pensions, human resources, occupational health services, IT and communications, facilities management and estates maintenance, rates and utilities, insurances, legal advice and procurement services.

Apart from the additional resource, costs relating to these areas are accounted for as a whole and are not apportioned at FRS level. Best value and high-quality services in all these areas are sought and achieved council wide. Financial management for the FRS in areas including assets and estate, revenue provision, debt, and treasury management are covered under arrangements for the whole of the county council and are not reported solely for the FRS.

How your money is spent

The fire service's total net controllable expenditure delivering front line services for the 2021/22 financial year was £30.2 million. This is broken down in the graph below across the eight service areas. The spend is predominantly on three areas of Response activity, Training and Fleet which is 87% of organisational expenditure, with Prevention and Protection accounting for 8% and the rest is 5%.

The Fleet figure is inclusive of the County Council Fleet as well as the Fire Service fleet as it is managed under one function. Spend incurred in 2021/22 includes expenditure focused on the Fire Improvement Plan delivering improvements required following the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report but is shown here against the appropriate service heading.

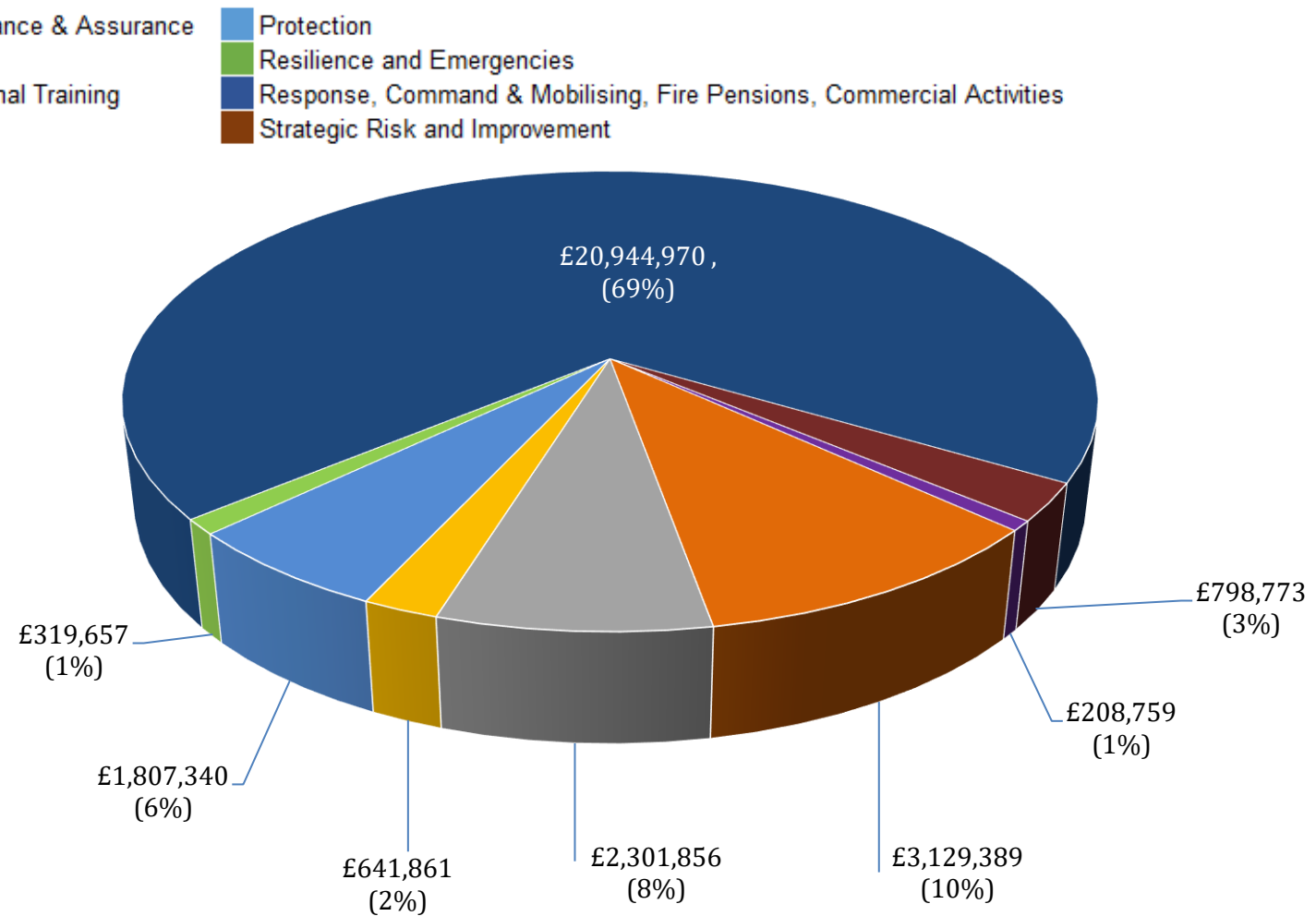
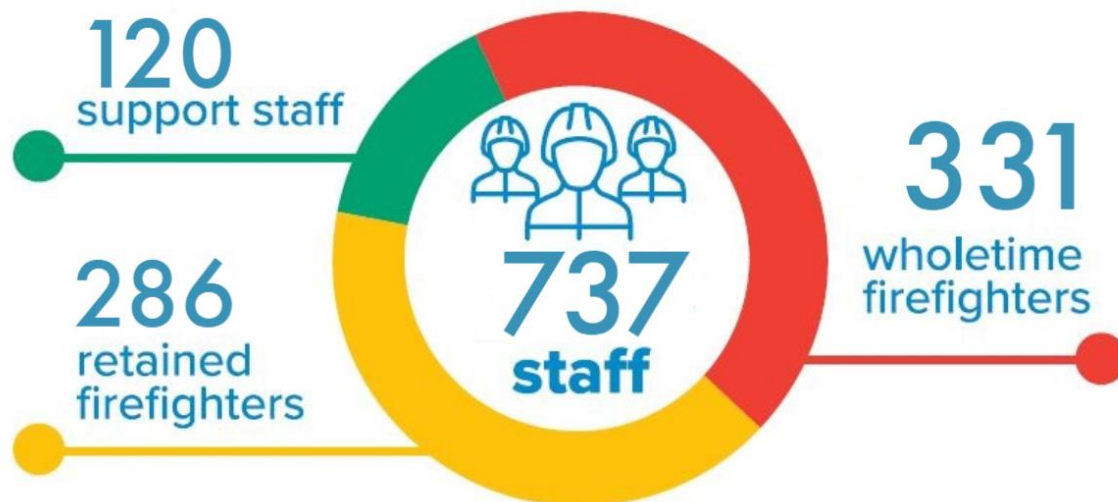


Figure 1 - FRS Expenditure 2021-22

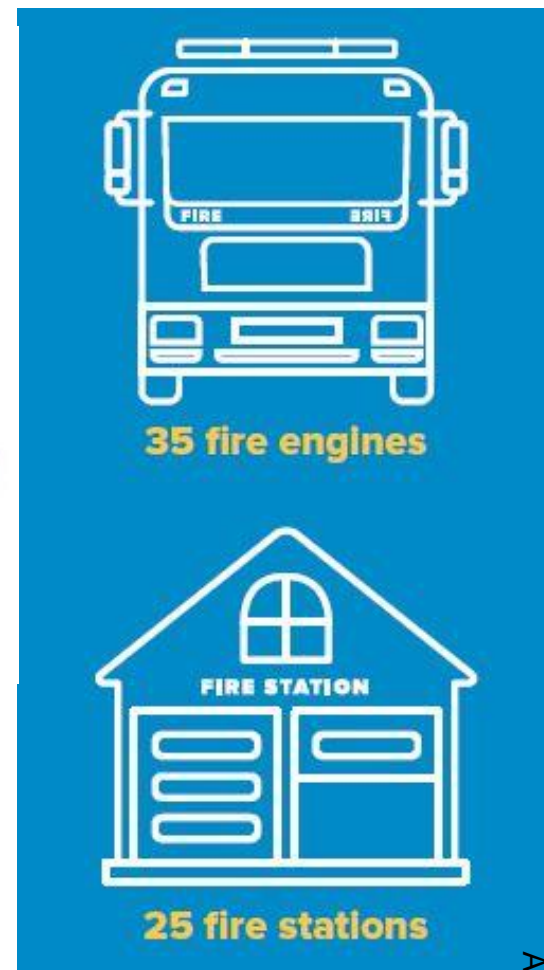
Our People

At the end of March 2022 our workforce total 737 included a total of 331 wholetime firefighters, 286 retained On-Call and 120 support staff working for WSFRS.

The service has continued to maintain its critical functions throughout the last 12 months of the pandemic. The Resilience and Emergencies Team which is overseen by the Fire and Rescue Service on behalf of West Sussex County Council, ensures service resilience and emergency support across County Council service areas. This has been achieved through regular monitoring and management via the Service Business Continuity Advice Team (BCAT). The BCAT has received the latest Public Health Infection Control Information and guidance, put in place a number of controls to assist in maintaining an effective service. A recent external audit of risk management and business continuity processes has concluded that the service's ongoing response has been good.

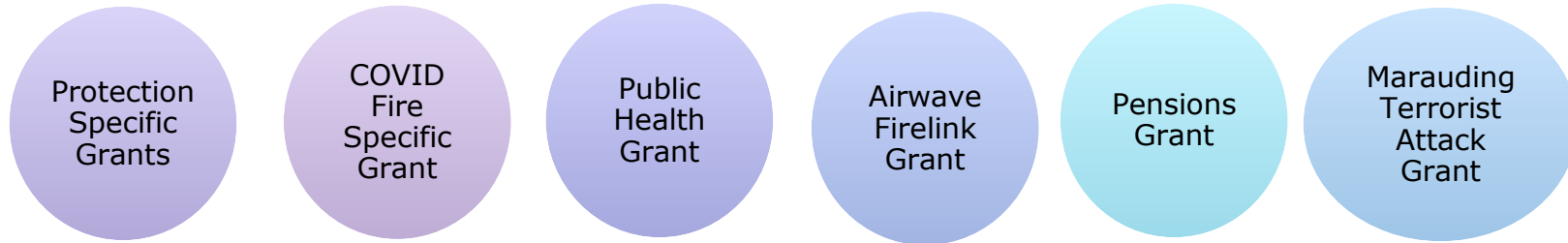


Despite the changes and relaxation of pandemic regulations, infection rates remain high. Ongoing monitoring and management of infection rates will continue via BCAT although the frequency of



meetings will be adjusted accordingly. We remain confident that the service can continue to operate in a safe and effective way during the remainder of this pandemic with a particular focus on mental health and the long term effects of the pandemic on staff and communities.

During 2020/21 we received fire specific grants relating to:



In addition, WSCC receive county council COVID grants, which supported additional spend relating to COVID-19. WSFRS monitored their activity through BCAT and expenditure was made through WSCC.

Performance Assurance Framework

Our Performance and Assurance Framework (PAF) provides structure and governance arrangements to ensure that the statutory obligations, functions and strategic commitments of the service are being suitably scrutinised and delivered.

As part of the [Our Council Plan](#) we ensured a clear link to our Performance and Assurance Framework with 4 key measures highlighted to provide assurance. This golden thread continues through our core performance measures and through to service objectives into team plans and individual performance objectives.

Keeping people safe from vulnerable situations.

- OUTCOME - A timely and proportionate approach to prevention through Fire Safety Inspections of business premises
- OUTCOME - Support to people when they need it through Safe & Well Visits to those at highest risk

Helping people and communities to fulfil their potential.

- OUTCOME - Safe and connected and cohesive communities measured through 1st appliance attendance to both critical fires and critical special service incidents.

The PAF examines performance on a quarterly basis across the four elements of service provision, corporate health, priority programmes and risk through a suite of core and service measures. This allows the organisation to respond and make informed decisions to ensure organisational aims and objectives are achieved through being intelligence and evidence led.

In the reporting year 2021-22 we tracked the performance of 30 core measures against quarterly and end of year targets (see Appendix B). These core measures are monitored by the Council's Cabinet and subject to scrutiny at our Strategic Performance Board, Service Executive Board and by the FRS Scrutiny Committee.

A graphical representation of the year end to date reporting statistics has been provided here as an overview (data accurate as of 14th April 2022). More detail can be found in our [Quarterly Performance Reports](#).

End of year performance is detailed in Appendix A, in this years overall performance our of the 30 measures including 2 previous years data has a comparison. There are 14 green, 5 amber, 11 reds in comparison to last year (14 green, 2 amber, 11 red, 3 not measured), which is encouraging given that throughout this year it has been in a pandemic for the majority. Therefore to keep performance at a level where crossing the household thresholds and attending business premises has been a challenge, it has been reassuring to see the progress maintained.

Her Majesty's Inspectorate of Constabularies Fire and Rescue Service (HMICFRS)

In the autumn of 2018 West Sussex Fire & Rescue Service were inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the associated report from that inspection can be found [here](#).

We welcomed the 2018 report to enable continual improvement across our service. To assist in the delivery of the HMICFRS findings we established an Improvement Board to implement and monitor service improvement plans that addressed the areas identified by the Inspectorate.

September 2021 saw the HMICFRS once again visit WSFRS as part of their second round of full inspections across the country. WSFRS formed part of tranche two of that inspection programme. At the time of drafting this Statement of Assurance WSFRS are awaiting that final report to be published.

The Inspectorate witnessed and reported in their COVID-19 Interim inspection in January 2020 and again in October 2020, where they said *"The fire and rescue authority maintained effective ways of working with the service during the pandemic. This made sure the service could fulfil its statutory duties as well as its extra work supporting the LRF and the tripartite arrangements" and that "Staff wellbeing was a clear priority for the service during the pandemic"*. We also had a revisit in February 2021, where they noted in their report the amount of improvement work and change in the service continued to be significant. It was highlighted that the extra funding has been used to create an appropriately skilled and dedicated programme management team, which has since broadened its remit to include Organisational Assurance and Governance. The Inspectorate reported this brought an increased level of co-ordination and supports organisation-wide improvement.

Whilst we await the HMICFRS tranche two report for WSFRS, we are pleased with the interim revisit findings that we have received and are assured that the improvement programme we have diligently implemented has seen improvements across all areas of the service. The tranche two inspection will be published by the HMICFRS in due course.

Strategic Objectives of IRMP 2018-22

It is a statutory requirement that all fire and rescue authorities produce an Integrated Risk Management Plan (IRMP). The plan identifies the risks present in our communities for those who live, work, visit and travel in West Sussex.

The plan is owned by the Fire and Rescue Authority and is delivered by WSFRS. The plan sets out how we address all foreseeable risk across our county it also provides an overview of what influences our service in terms of our national and local obligations.

We will always seek to be efficient and effective and to achieve good value for the local community. This means working collaboratively with neighboring fire and rescue services and other blue light services as well as by maximising our position within WSCC by actively participating in partnership opportunities including tackling the social causes of fire and other emergencies.

The West Sussex Fire & Rescue Authority set strategic priorities for the period of 2018-2022 based on thorough risk analysis.

- **Strategic Priority 1:** Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities
- **Strategic Priority 2:** As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe.
- **Strategic priority 3:** Collaborate with emergency services and other local and national partners to improve the service to the public.
- **Strategic Priority 4:** Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.
- **Strategic Priority 5:** Provide customer-centred value for money services.

The action plans we produce each year set out how we will meet the priorities in our IRMP, and how we will know we are being successful through clear performance targets that are linked to the outcomes that we want to achieve. Where there are competing priorities, we will focus resources on the area of greatest need. At times this may mean that the order in which we do things is subject to change. For example, new national priorities that have come forward as a result of the Grenfell Tower fire tragedy and our response and implementation of associated recommendations.

This report will look at each area of our service delivery; Protection, Prevention, Response, Strategic Risk and People and then summarise the progress against the five Strategic Priorities through projects.

Major Incident/Emergency Preparedness



WSFRS have robust business continuity and resilience plans covering all aspects of our service to ensure that our service operates effectively and continues to make West Sussex a safer place. These plans bring together WSCC partners, emergency services, Military, voluntary sector and other representatives. This collaborative approach to preparing, responding too, and recovering from reasonably foreseeable events enables the service to deliver our statutory obligations and service delivery functions.

When the global Covid-19 pandemic entered all our lives, WSFRS reacted and adapted to the unprecedented events that we would all come to live through and continue to learn to live with. Our internal Business Continuity Action Team (BCAT) brought together representatives from across our service to focus on how service delivery will continue to operate, deliver and adapt to an ever-changing pandemic.

Our Organisational Assurance and Governance (OAG) team re-evaluated the services IRMP action plan to ensure all core workstreams would continue in its delivery but with flexibility and resilience built into it. The service adopted a 'bubble' approach to each Fire Station which reduced the movement of personnel between each Fire Station in the instances of covering sickness, and instead made each station self-sufficient. This approach reduced the levels of sickness caused by Covid-19 and meant that the service remained effective in responding to incidents.

Our Operational Assurance Team (OAT) created and delivered Covid related exercises to our officer cadre to ensure that they remained effective in delivering national guidance, keeping our workforce safe and support incident response. Our Incident Command Team took advantage of delivering on-line seminars and training to which attracted attendance from neighboring fire services, blue light colleagues and National Fire Chiefs Council (NFCC) representatives.

The Service supported the Sussex Resilience Forum (SRF) by seconding an officer to help support the collaborative workstreams involving both civilian and military colleagues. The service also actively attended and contributed to the Strategic and Tactical Co-ordinating Groups, both of which brought SRF stakeholders together in sharing resource, expertise and knowledge. WSFRS also offered logistical to South East Coast Ambulance Service (SECamb) via a Service Level Agreement (SLA) with Firefighters being trained to drive ambulances during the height of the pandemic.

At the end of March 2020, all employees, where possible, were instructed to work from home as per government guidance. This required the service to enter a new way of working approach to which would be the catalyst for change and continues to see an adopted hybrid approach to home/office working.

As a result of continued planning and the ability to adapt to the ever-changing situation, WSFRS remained prepared to respond to all eventualities of incidents. Incidents of significance included the IBIS hotel fire at Gatwick which was a 15 pump fire; Wildfire on Chobham Common to which we deployed resources to support Surrey Fire and Rescue (SFRS) and a Convent fire in Littlehampton which involved solar panels.

The wellbeing of our staff became more focused than ever as many took to working remotely at home and the face-to-face interactions with colleagues and managers ceased. This prompted additional lines of communication to help people to remain connected including staff surgeries, virtual 'check in's', increased weekly team meetings and staff surveys to understand the health of our workforce. There were also virtual open days to help us remain engaged and connected to our communities along with stronger social media links to project messages for businesses and homes to maintain vital reassurance during this difficult time.



Protection

Fire Protection team supports public safety and business resilience through ensuring compliance against the Regulatory Reform (Fire Safety) Order 2005. Our Fire Safety Regulators ensure that those who are responsible for buildings minimise the risk and likelihood of fire, understand their duties and continue to monitor and maintain their general fire precautions as required within the Order. We also publish information to assist businesses to comply with the law on our [webpages](#).

These teams operate in accordance with the [Regulators Code](#), to ensure appropriate and proportionate actions are taken where our Fire Safety Regulators identify premises that fall short of an acceptable standard of fire safety. Our regulators follow NFCC guidance in determining the most appropriate enforcement action for the circumstances, which can include formal enforcement notices, prohibition, and prosecution in the most severe of cases.

Our proactive regulatory work is based upon our Risk Based Inspection Programme, which ensures that our Fire Safety Regulators concentrate their activity within those premises that represent the highest risk to their occupants in the event of fire. To ensure that we are also able to consider risk across our entire built environment portfolio, our teams undertake reactive auditing activities such as post fire, or following a concern raised by a member of the public or a partner agency. We are seeking to develop this area further over the life span of our new [CRMP](#), to train and involve our response crews in protection to enable them to undertake fire safety activity within lower risk premises. As part of our duties, where we identify a risk that impacts upon the regulations enforced by another agency, we share that

intelligence in a timely fashion, undertaking joint inspections where appropriate. Our service delivery activities are detailed within our Fire Safety Enforcement [Strategy](#).

Prevention

Safe & Well Visits are central to the way that we reduce the number of incidents and protect people from the harm caused by a fire in their home. Visits target the most 'at risk' groups and are carried out by our Community Fire Safety Officers and our firefighters. We know from reviewing our serious and fatal fires that poor health is a contributory factor, so we include health information during our visits and signpost and refer people to partner agencies for support. Whilst we were working in people's homes, we identified 54 people who urgently needed support and so we made safeguarding referrals for them.

Requests for a home visit come from a number of sources health, social care and telecare. Due to the pandemic, we have seen a decline in referrals with the total number of visits being completed.

We completed 3519 visits and in addition visited 1080 homes to carry out risk reduction activity such as replacing smoke alarms or batteries and supplying additional fire safety equipment. To find out more about safety in the home please see our webpages on [Home fire safety - West Sussex County Council](#).



We have been making the most of every opportunity to deliver focused community safety activities following incidents at residential properties. These result in more prevention activity being delivered to those at risk or those affected by an incident.

Volunteers have also been integral to our prevention work and engagement with communities. They have been proactive in visiting homes in areas where our data indicates they may have additional benefit to offer Safe and Well Visits. We're always on the lookout for new volunteers, to find out more visit our [Fire Rescue Service Community Volunteer](#) page.

We also deliver a range of interventions through our Targeted Education Team and operational crews. These include fire safety education within schools and other programmes like GRIT that help build confidence, resilience and provide information that support young people to respond to the wider challenges they face. We also provide interactive safety messages and home learning through our fun educational webpages aimed at children, parents and teachers. You can find out more on our [Learning Zone](#).

We work with children and young people who play with or deliberately set fires. By understanding the circumstances that lead young people to start fires, and following some basic fire safety advice, we can reduce the chance of further fires.

Our almost daily attendance at road traffic collisions means we know all too well how devastating the impact can be. Working with both national and regional organisations help us develop our road safety initiatives and puts us in a better position to reduce the frequency and severity of collisions.

We, along with Brighton & Hove City Council, East and West Sussex county councils, Highways England, East Sussex Fire and Rescue Service and Sussex Police make up the Sussex Safer Roads Partnership (SSRP) where we use our combined expertise to help keep road users safer.

Whilst recent years have seen some of the lowest number fatal casualties on the roads there is still a lot of work to be done to influence road user behaviour and reduce the number of people who tragically lose their lives on our roads. In 2021/22 we attended 481 RTCs and carried out 45 number of extrications. For more information: [Road safety - West Sussex County Council](#)



4630 People were supplied health and wellbeing information and referred to a partner agency for support

The Prevention team, supported by volunteers, and a crew of our firefighters, working with a number of organisations to provide fire safety advice.



Managing Risk

As a service we must clearly understand and identify significant operational and corporate risks to be able to effectively manage our resources.

We record information about every emergency call we receive and analyse where, why, and how incidents have occurred. This helps understand where incidents might happen in the future and how we are best placed to prevent them.

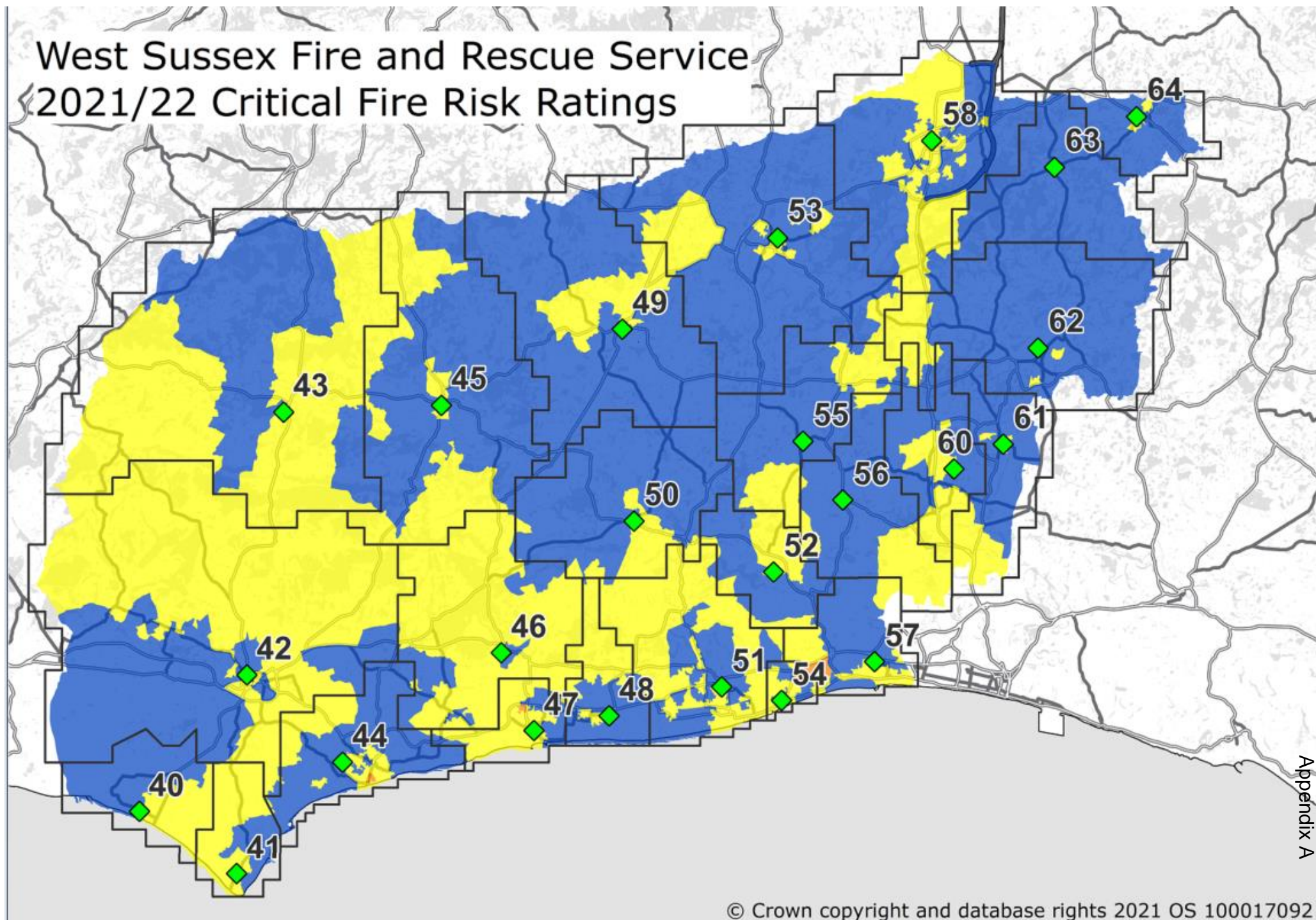
We also use the extensive local knowledge of our firefighters and officers, alongside the latest modelling software, demographic profiling, census data and information from our partner agencies. All this information is compiled by our Management of Information Team (MIT), Operational Assurance Team (OAT) and Risk team and used to create a Critical Fire Risk Map (pictured below) which is updated every year based on rolling data from the previous three years.

The Critical Fire Risk Map is part of our Local Risk Management Plans and is used to assist with the targeting of Prevention and Protection activities at a local level, allowing WSFRS to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring our resources are used efficiently to achieve the best possible outcomes for our local communities.

They are also used as the basis for our Emergency Response Standards and this information informs our Integrated Risk Management Plan (IRMP). This information shows that, for the period covered by this report, most of the county was classified as low or medium risk. There are fewer 'high risk' areas this year, a reduction to 3 when compared to 8 last year.



West Sussex Fire and Rescue Service 2021/22 Critical Fire Risk Ratings



The numbers shown on the map above are allocated fire station numbers for WSFRS. The below table shows the number of areas that are either High, Medium, or Low for example, we have 3 high areas, 180 medium areas and 322 low areas of risk.

For information the table below shows the target time in minutes from when our Control Room receives a 999 call to when the first fire engine arrives at the incident.

These standards are target maximums – we typically arrive even more quickly.

Risk Category	West Sussex Emergency Response Standard (critical incident – fire)
VERY HIGH	1st appliance (Fire Engine) to attend in less than 8 minutes, 2nd appliance to attend in less than 11 minutes The risk profile warrants a very high level of fire cover & very substantial Community Fire Safety (CFS) risk reduction initiatives
HIGH	1st appliance to attend in less than 10 minutes, 2nd appliance to attend in less than 13 minutes The risk profile warrants a high level of fire cover & substantial CFS risk reduction initiatives
	1st appliance to attend in less than 12 minutes, 2nd appliance to attend in less than 15 minutes The risk profile warrants a medium level of fire cover, CFS initiatives should be targeted at specific issues
LOW	1st appliance to attend in less than 14 minutes, 2nd appliance to attend in less than 17 minutes The risk profile warrants a minimum level of fire cover, CFS initiatives should be targeted at specific issues

Critical Special Service Standards

These are non-fire emergency incidents such as Road Traffic Collisions, or persons trapped in machinery. road traffic collisions (RTCS) account for more deaths and injuries than fires in West Sussex. See the WSFRS County Profile for more information on this.

The nature of these incidents does not generally follow a geographical correlation. Safe systems of work can be put in place at these incidents with only one appliance in attendance and therefore the arrival of the first appliance only will be measured.

The attendance standard for a critical special service incident is 13 minutes across the whole county.

Risk Rating 2021/22

High	(3)
Medium	(180)
Low	(322)

Health and Safety

WSFRS observe all requirements of the Health and Safety at Work Act 1974 and all other Regulations and Approved Codes of Practice applicable to its undertakings. The Health and Safety team ensure we take due care of the health, safety and welfare of employees, service users and other persons who may be affected by its operations. The service has put arrangements in place to enable the reporting and investigation of health and safety incidents including injuries, ill health and near hits. This procedure applies to all WSFRS personnel, visitors to service workplaces, contractors who are carrying out work at service workplaces and other agencies working or undertaking activities at service premises. Every health and safety incident will be investigated to determine causation and where practicable prevent reoccurrence. The primary aim is to learn from the experience and prevent recurrence by using the information gained. This will contribute to the service's strategic aim of providing safe, healthy and competent employees.

COVID - 19

During the COVID pandemic the Health and Safety Team worked closely with the BCAT meetings and were constantly reviewing the risk assessments and other appropriate documentation, introducing additional control measures where necessary and changes to procedures were recorded and published across the service. This was in line with NFCC and Government guidance, also ensuring appropriate PPE was available to keep our workforce/public safe during this time.

Scheme of Recognition:

Measuring performance is essential to maintain and improve health and safety and active monitoring through the Scheme of Recognition is a key element of this process. The Scheme of Recognition for Health and Safety Performance achieves this by recognising excellence in health and safety awarding three non-competitive award levels: gold, silver and bronze for achieving high standards within our places of work. Through the ongoing training and information offered across the service by the Health and Safety department we have seen 99% of stations reaching a gold standard as part of this work.

The broad principle of the scheme is to promote a positive health and safety culture, encourage best practice which is to be shared and adopted service wide and continued improvement in safety performance within WSFRS.

Response

As part of the county council, WSFRS aims to keep people safe from vulnerable situations and help people and communities to fulfil their potential. To achieve this, we help our residents and businesses to be safer, stronger and more resilient through prevention and protection activity and we ensure we are prepared to respond to and resolve these emergencies when they occur.

By responding to fires and emergencies quickly and effectively, we do not just support this overall county council objective, but we also deliver on our statutory obligations to make provision for: extinguishing fires, protecting life and property in the event of fires, rescuing people, and protecting people from serious harm. It also enables the delivery of our functions with respect to other emergencies that have been conferred upon us by the Secretary of State, both within West Sussex and outside of the county boundaries and take action in response to other events or situations that are likely to cause death, injury or harm to the environment (specialist response).

Every four years we refresh our understanding of risk and, following extensive public consultation, set out the fire and rescue service's strategic priorities and the steps that the service will be taking to implement these new programmes of work in the IRMP, to help ensure that West Sussex continues to be a safe place to live and work. The response plan sets out how we will deliver the identified response IRMP objectives, while achieving compliance with all relevant professional standards and continue with our journey of improvement, when assessed using the criteria set by HMICFRS.

The IRMP will be known as a Community Risk Management Plan (CRMP) for 2022-2026 [[LINK](#)]. Our CRMP for 2022-26 was agreed by cabinet in March 2022. The response aspects will be implemented through the delivery of our Response plan 22-26

The majority of the incidents we respond to, can be adequately resolved through the deployment of personnel with the required skills and the equipment available on one or two of our fire engines. In ensuring that these fire engines are available, we use a variety of different crewing and duty systems to efficiently align availability with risk and demand. We employ a mixture of wholetime and retained firefighters. Retained firefighters respond to emergency calls within their local area from either their home or main employment. Wholetime firefighters are primarily based at our fire stations and respond to emergency calls from their assigned fire station.



So that we have flexibility in matching our resources to risk, wholetime firefighters are employed on three different duty systems. These are: Group Crewing, which provides an immediate response 24/7; Day Crewing, which provides an immediate response during the day; and Crewing Optimisation Group, which is a team who operate from varying rural locations, 7am-7pm Monday to Friday, with the aim of improving the overall availability of fire engines which are crewed by retained firefighters. This last group is required due to challenges that occur through the use of retained personnel to provide fire cover.

Retained firefighters provide an invaluable cost-effective service, but this approach to the provision of emergency response creates challenges. The system has been used by fire and rescue services for several decades, however as the way we live and work has changed, and there are less people who work or live close enough to fire stations and can commit to being available for emergency calls during some of the key times that we need them, such as during the day.

The challenge this creates is ensuring that our fire engine availability aligns with our understanding of risk. To address the underlying factors that impact on the availability of retained firefighters we have been taking a 'Marginal Gains' approach. We called it 'Marginal Gains' as we believe that by working on a case-by-case basis with each of our retained fire crews this can add up to a big difference in terms of our availability.



On a day-to-day basis, we address any potential gaps in cover by efficiently using our Crewing Optimisation Group in a targeted way. This is to make sure we have fire engines available where we need them, when we need them. We also use a 'county crewing' system to make the best use of any retained firefighters' surplus availability, where they will travel to another retained fire station to make up a full crew.

Incidents at county boundaries and those which require a significant commitment of resources for extended duration can create challenges for any service. To ensure these challenges are minimised we will work collaboratively with our neighbouring fire services to ensure the public always receive the most efficient response. When we draw on resources not directly under WSFRS control, through mutual assistance, we will ensure, as far as practical, there is a compatibility of equipment and procedures.

We ensure we have the appropriate level of command for all incidents. All fire engines have a dedicated incident commander. We ensure we always have enough on duty commanders to create an initial safe system of work at two simultaneous incidents requiring multiple fire engines.

There is also a range of potential incidents, that due to their location or complexity, require additional equipment for their resolution. These include fires where there is poor road access, accidents involving heavy goods vehicles or trains, or fires away from the water network. These incidents require the provision of specialist vehicles such as off-road vehicles, water carriers, aerial ladder platforms and high-volume pumps. Whilst these incidents require additional equipment, the training for the use of this equipment can be achieved with careful planning and location of vehicles within the training time available for firefighters. As such, we ensure we can meet this full range incidents through the provision of a specialist vehicle fleet crewed, when required, by personnel who also crew fire engines.

WSFRS have also assessed, within CRMP planning, that there is also a small range of possible incidents where a specifically trained specialist response is required.

WSFRS respond to the following specialist incidents:

1. Confined space rescues
2. Hazardous materials incidents for rescues or environmental protection
3. Rescues at height
4. Animal rescues
5. Rescues from rivers and at flooding incidents
6. Terrorist incidents

To support these, we maintain a specialist Technical Rescue Unit made up of wholetime firefighters with additional training, that will be available 24/7.

To ensure we can form part of a multiagency response to marauding terrorist incidents we will provide a 12-person team to assist with the treatment of casualties, a specialist team to deal with any fire situation – where specialist PPE will need to be worn and ensure that we have sufficient specially trained officers that, as part of the national coordinating arrangements, can co-ordinate our response with partner agencies.

We ensure that we have access to the equipment, services and personnel necessary to deal with other potential specialist incidents, by ensuring that we have robust arrangements for drawing upon national resilience arrangements – such as urban search and rescue or mass decontamination, where required.

When resolving these incidents will ensure that we meet our requirements towards the health, safety and welfare of our team members by having well developed policies and procedures drawn from national operational guidance; a competent work force trained in the application of these policies and procedures; robust dynamic and analytical risk assessment processes; and by ensuring that risk is always considered with respect to potential benefits.

To successfully resolve an emergency there is a need for information to be passed via the 999 system to a control room, which can then mobilise and maintain communications with allocated resources and other agencies.

Our arrangements to achieve this are delivered by Surrey Fire and Rescue Service, who run a Joint Fire Control (JFC) for East and Sussex and Surrey FRs.

This collaborative approach to receiving 999 calls and mobilising resources provide an effective and efficient way of responding to the level of demand that is experienced within West Sussex.

JFC also continually monitors the position of available resources and relocates those resources when required to ensure that our personnel, services and equipment are always in the most efficient location for responding to potential emergencies. We are committed to continual improvement in these arrangements through the use of technological solutions.

National Operational Learning and Joint Organisational Learning

The sharing of notable practice or opportunities for development beyond our immediate service is extremely important. National Organisational Learning (NOL) and Joint Organisational Learning (JOL) platforms enable us to share our learning on a national level within the fire and rescue sector and partner emergency services. Each of these platforms are assisting emergency services to have an improved shared understanding of risk and how services have overcome these challenges. This promotes the safety and welfare of our communities and personnel.

Operational Assurance

Responding to emergencies is core to our role as a fire and rescue service, where risk is at its highest, and our operational competence must be the very best. A person is operationally competent only when they can apply their training, skills, experience and knowledge at operational incidents or simulations safely. Within the National Occupational Standards (NOS) that apply to fire and rescue services, there is a requirement to implement a quality assurance system.

Such systems ensure:

- We deliver our services to a standard expected of the communities we serve

- Our operational staff have the necessary skills, knowledge and understanding to fulfil the vast array of operational demands placed upon them
- Continuous development of a safe, and competent operational workforce
- That issues are managed and rectified in an appropriate and timely manner.

We undertake operational assurance so that an appropriate quality assurance system is implemented in WSFRS which takes account national and local learning. To facilitate this, we undertake regular performance and review of all aspects of our operational performance with both operational and command debriefs for relevant incidents.

We have utilised virtual learning platforms during the COVID-19 pandemic with various teams across the service delivering training webinars and seminars which included subject matter experts both internally and externally and has been used widely for command development and assessment. Tabletop exercises have taken place involving WSFRS and the Sussex Resilience Forum (SRF). To enhance learning experiences, the service uses the virtual incident command facilitation equipment to build station risks and generate virtual incidents. The Operational Assurance team have carried out virtual performance reviews of operations utilising the Microsoft Teams platform for presentations to the wider service and for organisational briefings including support for the services Fatal and Serious Fire review. As Sussex recovers from the pandemic, WSFRS has started to resume activities such as training, development, incidents, and exercise debriefs all now taking place in a COVID-19 compliant and secure way risk assessed by the organisations Health and Safety Team.

While we have produced a four-year plan for the delivery of and improvement of our response, the imminent white paper and HMICFRS inspection report means that this plan will be reviewed and refreshed before the publication of the next statement of assurance.

WSFRS have carried out multi-agency exercises ranging from smaller less complex incident types to larger more protracted scenarios with agencies such as South East Coast Ambulance Service, Gatwick Airport, Sussex Police and our wider Local Resilience Forum colleagues. These exercises also include cross border working with Hampshire, Surrey and East Sussex fire and rescue services.

These exercises form one aspect of our Local Risk Management Plans (LRMP), these plans are developed at a local level to ensure our station-based personnel are training for the risks they may encounter at work and carrying out risk reduction activity that is specific to the communities within their station grounds.

LRMP format 2021/22

The LRMPs are also in place to ensure:

- the provision of local incident and demographic data to stations via the Community Risk Data app, replacing the previous paper station profile;
- the development of station plans with associated objectives based on their risk;
- and a performance dashboard to provide management information, enabling monitoring and management of LRMP performance.

The station's local knowledge, together with local data, means that we have excellent insight into our local areas to tailor our activity to each station.



OUR GROUND

15,579
residents



4,050 65+

Vulnerable people
mainly in Yapton
Ward.

Most injuries are
due to **RTCs**

26 AFAs
per year (average)

2 High risk
premises

TEMPLATE FIRE STATION

2021/22

Local Risk Management Plan

This plan is our station's commitment to keeping Arundel safe.
It sets out how we have looked at **the risks in our community** and
what we will do **prevent them and protect residents.**

IN 2020/21 WE WILL:



Development and Operational Training

The WSFRS Development and Operational Training Team aspires to meet our organisational vision to empower and support our people to be the best they can be, to deliver to the highest standards when serving our communities and to uphold the values of our fire and rescue service.

Our team is shaped by what we are aiming to achieve and sets the direction and focus for our people objectives, incorporating the six areas of improvement outlined in the NFCC People Strategy and our WSCC People Framework.

1. Strengthen Leadership and Line Management skills to support organisational cultural change, talent management and service delivery to the public.
2. Develop our cultural values and behaviours which make WSFRS a great place to work.
3. Provide high quality training and development opportunities that respond to the needs of our staff, our desired culture, our service model needs and ensures performance improvement of services to the public.
4. Strengthen our ability to provide an excellent service by diversifying our staff.
5. Continue our work on creating a fair and equal place to work.
6. Continue to support the health, wellbeing and ways of working for all our staff.



As part of the HMICFRS Improvement plan the People Causes of Concern were addressed through a specific programme known as the People Action Plan. The People Action Plan has been delivered by the People & Organisational Development Team which comprises a number of roles including of a Head of People and Organisation Development, Group Manager Operational Learning & Development, Health & Wellbeing Manager, Diversity and Inclusion Adviser and Workforce Development Consultant. These roles have been critical in supporting the plan and its delivery.

Our People Action Plan was developed to ensure that longer term people priorities were met and sustained. We aimed to develop an agile and flexible workforce able to change and meet future demands. Our plan also focussed on listening to and addressing feedback from staff through various forums. We then implemented programmes and initiatives to improve our performance to ensure delivery of the IRMP and wider organisational objectives.

People Action Plan Workstreams	People priorities	No of workstreams	Completion %	Progressing %	Not started
Strategic Direction	Employer of choice	2	100%	0%	0%
Leadership	Effective leadership	7	85%	15%	0%
Values, ways of working & wellbeing	Improve employee wellbeing and experience.	21	90%	10%	0%
Performance & Appraisals	Performance & Development	7	72%	28%	0%
Resourcing & Talent	Retain and nurture talent	5	80%	20%	0%

Operational Training & Development

The Operational Training & Development teams are responsible for the delivery and commissioning of all operationally related learning and development requirements within WSFRS. In doing this we ensure that all WSFRS staff are safe and competent in carrying out their day-to-day duties to deliver the best service in the most effective way. In particular we ensure that all front-line staff are highly skilled in responding to emergency situations across West Sussex.

All new firefighters attend basic training which is broken down into modules and each module is delivered and assessed by specialist Trainers and Assessors. Our whole-time recruits course started in January and completed their Pass Out Parade in April 2022.

All front-line operational staff, inclusive of new starters, attend regular training at their station as detailed within their Station Training Plan to maintain their operational capabilities, competence, and safety. They also attend centrally planned refresher training to support their maintenance of competence programme where key skills for Breathing Apparatus, Road Traffic Collision, Water Rescue and Incident command are assessed on yearly and two yearly frequencies. An electronic course management system ensures the monitoring and recording of this training.

Incident Commanders, at all levels (Initial, Intermediate, Advanced and Strategic), are trained and assessed on their knowledge, understanding, skills and behaviours by a dedicated Incident Command Training team who are qualified in designing, delivering and assessing Incident Command training and development. WSFRS have nationally accredited status (through the SFJ Awards awarding body) to deliver the Initial Incident Command qualification internally and we rely on a network of equally accredited, external providers (primarily the Fire Service College) to deliver the other levels of Incident Command. The WSFRS Incident Command T&D team also provide a planned series of Development, Revalidation and Command Support training activities that support the key role of all Incident Commanders.

The service also delivers in-house Emergency Response Driving (ERD) Driver Training for its front-line firefighter drivers. Once they are designated as an appliance ERD Driver (having been assessed through the initial ERD Driving course), they then attend a one-day emergency response driving refresher course within a three-year period. Driver Training also includes specialist driver training (including specialist vehicles, officer and 4x4 training).

In terms of Immediate Emergency Care Responder delivery against national and local agreements, the service continues to maintain its position that while we do not deliver IECR as a service delivery activity, we will continue to deliver the IEC Qualification which will result in operational staff providing a high level of support within the service and societal benefit to the communities we serve. We have trained approximately 60% of our operational response staff in IEC and a proposal has been put forward to increase the provision of this qualification to include all response staff, through the utilisation of S106 funding. This proposal is currently going through the governance process. Staff will remain competent through our Maintenance of Competence programme.



The Operational Learning & Development team manages the Service's Nationally Accredited Centre with SFJ Awards as the awarding body. Annual visits by External Quality Assurers assess and confirm that the service operates to and maintains nationally accredited awarding standards. This assists in quality assuring the planning, delivery and review or improvement of all Operational training, development and assessment across the Service.

In December 2022, the People & Organisational Development Team, reviewed progress against the People Action Plan and developed a new People Service Plan. Our People Service Plan 22/23 is shaped by what we are trying to achieve and will set the direction and focus for our people objectives which are fully linked to our strategic objectives within our CRMP. The plan also takes account of any outstanding actions from the previous People Action Plan 20/21 and is underpinned by a detailed team workplan. The plan also incorporates the six areas of improvement outlined in the NFCC People Strategy, our WSCC People Framework and the NFCC Equality Framework.

Equality and Diversity

The West Sussex Diversity and Inclusion policy statement sets out the County Council's commitment to deliver fair and inclusive services for all West Sussex communities. The policy statement shows how it promotes equality, tackles discrimination and meets its legal obligations as set out in the Equality Act 2010 and the Public Sector Equality Duty. West Sussex County Council is committed to equality of opportunity, valuing diversity, and eliminating unlawful discrimination. Our approach to diversity and inclusion is embedded in the four priorities in [Our Council Plan](#).



Horsham Fire Station and Training Centre

This new facility will be a significant step forward for the service ensuring we continue to meet the needs, demands and risks of our communities and staff. The fire and rescue sector is continually learning with incidents such as the Grenfell Tower tragedy highlighting new risks and emerging hazards which we, as a service, must be able to evolve and respond to. Developing this new centre will allow us to do that by:

- Training more firefighters, which is important to meet the recruitment levels required in the coming years.
- Providing a centralised location, with more modern and effective training facilities, including realistic 'live fire' and incident command facilities.
- Creating an inclusive workspace that is key to ensuring an effective and diverse service, which will also help to meet the needs of our diverse communities.
- Reducing carbon emissions through energy efficient buildings and renewable energy sources, and



Reducing our firefighters' exposure to potential contaminants through zoning clean areas within the building. Construction started in late 2021 and is currently on track to be completed in 2023.

Integrated Risk Management Plan Progress

Integrated Risk Management (IRMP) Projects (Completed by 31st March 2022)

High Volume Pump (HVP) Operational Readiness - completed January 2022

The High-Volume Pump is a special appliance and national resource, based at Bognor Regis Fire Station. This project was put in place to return the HVP to full operational readiness. The provision of the support vehicle will be transferred to the Head of Response to be included in the vehicle and special appliance review, aimed for 2022/3. An additional benefit was that we have supported East Sussex and Hampshire FRSS with training, which has raised further potential joint opportunities. Attendance at regional meetings and conversations with neighbouring services are being held to look at how the services can support each other on reliefs to reduce impact on staff resourcing.

Boss Mobile - completed February 2022

Browser of Operational System Status or 'BOSS' provides a web-based view of operational activity and information from the Vision mobilising system to other departments or personnel across the service by use of an internet browser such as chrome or explorer.

999 Eye - completed February 2022

999eye is a web-based technology that allows control room staff to view live-streamed video footage from passers-by at incidents. Currently this technology is live in Joint Fire Control for fire calls exclusively.

Hydra (Water Management System) Replacement

The WSFRS Water and Access Management Team currently operate an IT system known as Hydra which provides the functionality to maintain information about fire hydrants and emergency water supplies, map new and existing devices, support their routine inspection and maintenance, and enable basic reporting for performance management. A fit-for-purpose replacement to the Hydra system is required to mitigate the risk that at a critical point in the future a crew responding to a fire will lose precious time and place lives at risk because they cannot find a hydrant, or the hydrant they find is marked as operable, when it is inoperable. Hydra is "Legacy Software" and as such it won't be further developed or tested to ensure that it is compatible with new versions of technology. The current anticipation is that a new water management system will go live in 2022

Community Risk Management Plan (CRMP) 2022-26 - signed off 15th March 2022

The Community Risk Management Plan 2022-26, (previously known as the IRMP) has been developed in line with national guidance, highlighting how we will safely and effectively manage risk within the county. Following support of its strategic proposals through a staff and public consultation the finalised CRMP document has passed through WSFRS governance, WSCC Scrutiny Committee (as the Fire Authority) and passed through WSCC Cabinet with unanimous support. The full CRMP document was published in April 2022.

Inclusion project for take-away premises

Following a trend of fire safety issues at take-away premises, a pilot project was mandated in May 2021 to direct fire safety advice to these premises within the Chichester area in partnership with licensing and response crews. Following this activity, a review was to be undertaken to analyze its success and potential to expand to the rest of the County. The objectives were to deliver targeted fire safety advice to unknown sleeping risks, initially within the Chichester area, to significantly reduce the potential for loss of life at these premises and deliver a fire safety message that is inclusive of our local communities.

Contaminants

A 12-month pilot project that introduced a fireground decontamination process has now concluded. The outcomes are being considered alongside a recently published national report 'Minimising firefighter's exposure to toxic fire effluents – Interim best practice report' with a view to implementing a number of procedural changes to reduce fireground contamination. A specialist asset review project is a key component of our recently approved CRMP and will consider our future asset requirements in relation to the management of contaminants.

Station security - completed July 2021

A small number of break-ins at retained stations in the county in 2017 and 2018 resulted in the service instigating a Counter Terrorism review by Sussex Police. The report made a number of recommendations to improve security and reduce break-in risks that left the service vulnerable to both criminal and terrorist activity. The report made recommendations, including physical building improvements, changes in operational policy and processes and changes in staff behaviour. Some elements of this project rely on staff behaviour and therefore there have been some additional recommendations delegated to the Head of Response to implement as part of 'business as usual' to ensure the recommendations and changes are maintained into the future.

Customer Centered Service Review - closed February 2022

To be subsumed into CRMP 2022 as part of the Code of Ethics workstream

Integrated Risk Management (IRMP) Projects aligned with Community Risk Management Plan (CRMP) strategic objectives 2022-23

People Service Plan

A refreshed People Service Plan has been created for 22/23 and a high-level strategic plan that links to both the WSCC People Framework and NFCC People Strategy.

The new plan takes account of organisational strategic needs and provides a golden thread of activity through to the People Service Plan drills down to individual team objectives. Any outstanding tasks have been carried over to the new People Plan. The new plan also aligns directly to the HMI People criteria relating to "good" or "outstanding". Our new People Service plan activity aligns to the WSFRS Core Values, WSCC People Framework, National Fire Chiefs Council Core Code of Ethics, NFCC Leadership Framework, NFCC People Strategy and NFCC Equality Framework. The new People Service Plan and associated actions supersedes the current PAP and is effective from January 2022.

There are seven workstream within the plan:

- Recruitment, retention, and workforce planning
- Operational training and development
- Career planning, professional development, talent management
- Health and wellbeing
- Equality, diversity, and inclusion
- Leadership development
- Work hours directive

RDS marginal gains - includes County Crewing, RLOs and on-call availability - Analysis on the causes of low availability and to improve understanding of how to improve it has been undertaken. This has allowed the Service to put in remedial action to improve cover and resilience. This analysis will also contribute insight into other projects around retained availability that may arise from the Community Risk Management Plan.

Service Delivery Centre - The SDC pilot is nearing completion. It has demonstrated a need for some support to stations, although with more of a focus on analysing and supporting availability, rather than administration.

Commercial opportunities - As part of the Council's Reset and Reboot activity, business-minded cost avoidance and innovation opportunities are being explored by this project. This project aims to recover costs from risk reduction efforts that fall under the remit of Integrated Risk Management Programme (IRMP) - It's about doing what we do, better. The project also aims to create awareness and confidence in understanding operational costs, processes, budgets, markets, customer demand as well as whole life costs allowing WSFRS to build robust and sustainable foundations for the future.

4Fire - In strengthening the collaborative approach for the 4 Fire (4F programme) the service has led and implemented an Operational Alignment board to generate a specific focus on the key operational/interoperability benefits between Kent (KFRS), East Sussex (ESFRS) and Surrey Fire & Rescue Service (SFRS).

Integrated Camera solution - The scope of the Integrated Transport Function (ITF) project focuses on collaboration between ESFRS, WSFRS, SFRS with Sussex and Surrey Police (the Police) to provide a more efficient and effective fleet management function.

This project had been through the WSFRS governance process, and a solution agreed by WSFRS for progressing the procurement and installation of a 360-degree camera fit out on the fleet. The original aspiration had been for this to be part of the full ITF collaborative solution however, it has now been agreed that this will be a joint procurement exercise between ESFRS and WSFRS due to contractual obligations negating the other partners ability to participate.

WSFRS and ESFRS have agreed that ESFRS will lead on the procurement process, a specification suitable to both services has been agreed and ESFRS will now pursue market engagement to determine suitable providers to meet the joint requirements.

Automatic Fire Alarms (AFA) Review - Responding to false alarms is an unnecessary demand on the service, a major cause of this demand is the unwanted fire signals (UwFS), that are generated by the automatic fire alarms (AFAs) installed to protect many non-domestic properties. Introduction of call filtering through JFC and also reducing demand through advice and where deemed appropriate enforcement activity. The first stage of this process is now live and to support this approach, additional training and guidance has been given to response Station Managers who will disseminate this information to their teams. Performance against an agreed target is measured within the Fire Safety Team and reported quarterly as part of the Performance Assurance Framework. The next stage of this project forms part of the new CRMP consultation and focusses on additional measures including enhanced call filtering and reduction in attendance, potential for the introduction of a charging scheme and use of new technological developments to reduce the amount of unwanted fire signals.

TRU review- The Technical Rescue Unit continues to provide mission critical, specialist operational capabilities. It has seen a level of change in how it operates, which is designed to improve resilience and efficiency

Fleet Replacement Programme (five-year project) - A considerable amount of work has been undertaken to review the specialist vehicles within the service to ensure they still meet the risk within the county and are planned into the capital programme for replacement.

Giving consideration to the CRMP Proposal 6: Enhanced specialist capability and assets, approval has been granted at SEB to progress with the procurement of a range of specialist vehicles to include Off Road Wildfire and Water Rescue equipped vehicles, two Bulk Water Carriers and the continuation of cyclical replacement of front-line appliances with consideration being given to future proofing to meet the evolving demands of firefighting strategies.

Review service position with Immediate Emergency Care Responder IECR against national and local agreements and identified needs - The service continues to maintain its position that whilst we do not deliver IECR as a Service Delivery activity but we will continue to deliver the IEC Qualification for the benefit of our own staff. A proposal has been put forward to increase the provision of this qualification to all Response staff (currently approx. 60% are qualified).

National Operational Guidance (NOG) - WSFRS has a responsibility to provide up to date operational guidance to our staff to ensure it can deliver its objectives in line with the CRMP in a safe, effective and efficient way. We are now reviewing our original gap analysis to confirm its currency and working in collaboration with SFRS and ESFRS, with shared strategic oversight, to deliver NOG across the 3 services, using best practice and expertise locally and nationally to ensure a common approach to risk, training and operational delivery. The 3F collaboration is now implementing NOG packages in 3 services.'

Workwear - Unforeseen barriers such as the effects of the coronavirus pandemic have caused disruption to the rollout of the workwear project however, despite delays it is still anticipated that the transition to the new uniform workwear will still materialize by mid-year 2022 when it will be rolled out with supporting guidance for all personnel to the workwear expectations and standards.

Local Risk Management Plans - An evaluation of the Local Risk Management Plan approach highlighted the success of the Service setting activity based on local insight and identified opportunities to improve how stations understand and mitigate that risk. The reporting mechanisms and process of performance monitoring and evaluating that activity has also been improved.

Community Risk Management Plan (CRMP) 2022-26 Planning



The NFCC have commissioned a CRMP project that aims to develop robust, and evidence based digital guidance that supports a consistent approach to the CRMP planning process. The project has seen a change in terminology from IRMP to CRMP.

The development of the CRMP 2022-2026 moved into its delivery phase and a strategic steering group was developed to ensure the appropriate momentum is applied to the risk analysis and associated staff and public engagement.

This included forward planning for the required scrutiny and governance for approval and publication. The CRMP is the West Sussex Fire Authority plan for our future activities to ensure we have the Prevention, Protection and Emergency Response plans, people and equipment to manage the risks faced by our communities in an effective and efficient way. This will also have a West Sussex Fire Sustainability Plan to ensure the service is contributing to the climate agenda.

To create the plan, we must understand the full range of risks to people, property and the environment, risks that are constantly changing. We make sure we have the most up-to-date information available to us and by analysing this information we can understand changes over time and identify trends that will impact our Service and the communities we serve.

The CRMP is the Fire Authority's commitment to West Sussex. All fire and rescue service staff have been given the opportunity to input into the document during the scoping phase, where we identified all of the issues that are the business of the FRS, along with all of the internal and external controlling factors that have an impact. Individual service areas then risk assessed each of the issues scoped. This included how likely they were to materialise, their harm and prioritised them according to overall risk.

The CRMP is supported by service plans to further describe how the service reduces the identified risks, identifying the resources needed to deliver each plan, as well as highlighting proposals for areas where we could improve the delivery of our service over the lifespan of the document. These proposals were put to the residents of West Sussex in a public consultation Quarter 3 2021 and those that are carried forward will be included in the CRMP when it is published in 2022.

The [CRMP 2022-2026 proposal](#) was approved by Cabinet on 15th March 2022, Our 5 Strategic Priorities are outlined in the table below, along with the corresponding Council Plan Priority that each contributes to.

WSFRS Strategic Priority	Council Plan Priority
Preventing fires and emergencies from happening	Keeping people safe from vulnerable situations
Protecting people, firefighters and property by making buildings as safe from fire as they can be	Keeping people safe from vulnerable situations; Building a safe and prosperous economy
Responding to fires and emergencies quickly and effectively – (relates to Council Plan priority)	Keeping people safe from vulnerable situations; Helping people and communities to fulfil their potential
Have a safe and valued workforce	Helping people and communities to fulfil their potential
Making best use of resources	Making the best use of resources

Appendix A - Framework Requirements

Planning and policy framework

WSFRS operates as part of WSCC, which sets a clear framework for the work the service does. The key documents relating to this area are the [West Sussex Plan](#) - it sets out how the county council plans to shape its services for the next five years supported by the corporate services including [how the County Council spends your money](#). WSFRS also operates under broader corporate policies on:

- [Fraud & Corruption Policy](#)
- [Equality & Inclusion Policy](#)
- [Pay Policy](#)

The FRS works within a clear legislative context. Key legislation documents are as follows:

The National Fire and Rescue Service Framework for England 2018

Under section 21 of the Fire and Rescue Services Act 2004 (the 2004 Act), the Secretary of State must prepare a Fire and Rescue National Framework. The Framework:

- a) Must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions.
- b) May contain guidance to fire and rescue authorities in connection with the discharge of any of their functions.
- c) May contain any other matter relating to fire and rescue authorities or their functions that the Secretary of State considers appropriate.

Fire and Rescue Services Act 2004

This Act came into effect on 1 October 2004. It clarifies the duties and powers of fire authorities to:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Promote fire safety • Fight fires • Protect people and property from fires • Rescue people from road traffic incidents | <ul style="list-style-type: none"> • Deal with other specific emergencies, such as flooding or a terrorist attack • Respond to the needs of our communities and the risks they face. |
|---|--|

Fire and Rescue Service (Emergencies) (England) Order 2007 -The Fire and Rescue Service Emergencies (England) Order 2007 outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities.

The duty requires authorities, where provision of resources has been made by central government, to respond to incidents, both within and outside the authority area, involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

The Order complements the National Mutual Assistance Protocol, to which this Authority is a signatory. This requires fire authorities to make a reasonable response to requests for assistance in relation to any large-scale emergency outside their area.

The Regulatory Reform (Fire Safety) Order 2005 -*This Order is a statutory instrument, applicable only in England and Wales, which places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire. It became law on October 1 2006.*

Civil Contingencies Act 2004 Fire and Rescue Authorities are 'Category 1 responders' under the Civil Contingencies Act 2004.-*This Act sets out the full set of civil protection duties, including assessing the risk of emergencies happening (ranging from widespread flooding to terrorist attacks) and using this to inform contingency planning. Fire and Rescue Authorities must ensure that emergency plans and business continuity management arrangements are in place.*

The Equality Act 2010 -*This Act is designed to reform and harmonise equality laws, to increase equality of opportunity and to have regard to the desirability of reducing socio-economic inequalities. It is designed to legally protect people from discrimination in the workplace and in wider society.*

The Policing and Crime Act 2017 -*The Act makes three key provisions pertaining to the FRS:*

- 1. It places a duty on the emergency services, Police, Fire and Ambulance, to collaborate, when there is a proven benefit to operational effectiveness or efficiency.*
- 2. It established an independent inspectorate for the Fire and Rescue Service, the HMICFRS*
- 3. It enables transfer of Fire and Rescue Authority (FRA) duties to Police and Crime Commissioners (PCCs) where a case for change is made.*

Further legislation which applies to the Fire Authority can be found within our IRMP.

Contact us

In an emergency you should always dial 999.

To find out more on West Sussex Fire & Rescue Service please follow the link to our website: <https://www.westsussex.gov.uk/fire>

Your views and comments on this Statement of Assurance are very welcome. If you have feedback or any questions, please get in touch with us.

By email: wsfrs@westsussex.gov.uk

By telephone: 01243 777100

Or write to us at:

West Sussex Fire & Rescue Service Headquarters, County Hall, Chichester, PO19 1RQ

Appendix A - Service Performance and Assurance Framework– Core Measures

More detail can be found in our [Quarterly Performance Reports](#) including performance commentary against core measures.

The below table details the final annual performance data for the year 2021-22, compared to previous years. Note that this annual performance data may differ from quarterly performance data for those measures which are not cumulative and it has been rounded to the nearest percentage.

CM #	Measure (Header on Power BI report)	Tolerance/Targets	Current Year 2021/22	2020/21	2019/20
CM1	Number of Accidental Dwelling Fires in West Sussex over a year period starting in April	<400 Green 400-425 Amber >425 Red	363	387	382
CM2	Number of Fire Deaths in Accidental Dwelling fires in West Sussex over a year period starting from April	0 Green 0-3 Amber >3 Red	1	4	0
CM3	Number of fire casualties in accidental dwelling fires in West Sussex over a year period starting from April	<26 green 26 – 39 amber >39 red	14	18	28
CM4	Deliberate primary fires per year	<210 Green 210-230 Amber >230 Red	134	157	184
CM5	Deliberate Secondary fires per year	<375 Green 375-400 Amber >400 Red	246	257	366
CM6	Safeguarding referrals made within 24 hours	100% Green <100% Red	96%	100%	Not measured
CM7	Number of Safe and Well Visits (S&WVs) delivered to households with at least 1 vulnerability	4000 Green 3999 - 3500 Amber <3500 Red	3355	2998	4669
CM8	% of Very High Risk Safe and Well referrals contacted within 1 working day	100% Green <100% Red	99%	31%	Not measured

CM9	% of High Risk Safe and Well referrals contacted within 7 working days	100% Green <100% Red	99%	94%	Not measured
CM10	Number of FSO regulated buildings having received an audit	5% Green (approx 1750 properties) 4% Amber (Approx 1400 properties) <4% Red	841	317	Not measured
CM11	% of Unsatisfactory fire safety audits	>50% Green 30%-50% Amber <30% Red	40%	23%	Not measured
CM12	% of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005	>75% Green <75% Red	100%	100%	Not measured
CM13	% of Statutory Fire Safety consultations completed within the 14-day time period each financial year	100% Green <100% Red	100%	94%	Not measured
CM14	The number of Unwanted Fire Signals attended year on a year	Reduction on previous year of: >10% green 10% - 2% Amber <2% Red	1601	1476	1615
CM15	% of SSRIs that are currently in date (High Risk last 12 months, Medium risk last 36 months)	>90% Green 60% - 90% Amber <60% Red	99%	Not measured	Not measured
CM16	% of emergency calls answered within 10 seconds by Joint Fire Control	>95% Green <95% Red	95%	94%	Not measured
CM17	% of mobilisations within 2 minutes by Joint Fire Control	>98% Green 95% - 98% Amber <95% Red	88%	84%	Not measured
CM18	% of notifications of a level 2 Incident Commander to life risk calls within 5 minutes by Joint Fire Control	>98% Green 95% - 98% Amber <95% Red	99%	98%	Not measured
CM19	% of occasions the first fire engine meets it's emergency response standard at a critical fire incident.	>89% Green <89% Red	89%	90%	87%
CM20	% of occasions the second fire engine	>83% Green <83% Red	80%	79%	73%

Agenda Item 5

Appendix A

	Arrives at a critical fire incident within it's emergency response standard.				
CM21	% of occasions the first fire engine meets it's emergency response standard at a critical special service incident.	>80% Green <80% Red	79%	80%	74%
CM22	Adequate crewing on all wholetime frontline pumping appliances	100% Green 95% - 99% Amber <95% Red	99%	100%	99%
CM23	Adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)	75% Green 65% - 75% Amber <65% Red	54%	69%	59%
CM24	% of all FRS survey respondents satisfied with the overall service from WSFRS	95% Green 85% - 95% Amber <85% Red	98%	Not measured	Not measured
CM25	% of staff who are not sick across all staff groups. Measured at the end of each quarter	95% Green 90% - 95% Amber <90% Red	97%	98%	Not measured
CM26	Eligible operational staff successfully completing fitness test	95% Green 85% - 95% Amber <85% Red	90%	86%	Not measured
CM27	Eligible operational staff in qualification	>95% Green 85% - 95% Amber <85% Red	90%	92%	Not measured
CM28	% of Fire Safety Inspectors qualified or working towards to Level 4 Diploma Level	>75% Green 50% - 75% Amber <50% Red	100%	100%	Not measured
CM29	% of RIDDOR accidents that are investigated and reported on time	100% Green <100% Red	86%	100%	100%
CM30	% of Health and Safety Risk assessments within date	100% Green >95% amber <95% red	100%	Not measured	Not measured

RAG status to nearest percentage

Key decision: Not applicable
Unrestricted
Ref: Not applicable

Report to Cabinet

July 2022

Response to Fire Reform White Paper 2022 Consultation

Report by Director of Law and Assurance

Summary

This report summarises the recent government Fire Reform White Paper 2022 which is out for consultation until the 26th of July 2022. Cabinet is invited to agree the Council's response to the consultation as set out in this report and following discussion. The questions for answering as a response to the white paper's proposals are attached as an appendix.

There are three themes to the white paper through which government intends to deliver greater flexibility, effectiveness and political accountability for fire services across England. The themes are:

- **People** - proposals to modernise workforce practices to deliver greater flexibility in service deployment and response, support partnership working and resilience and to promote talent and leadership skills. There are also proposals to replace the current national bargaining arrangements for staff terms and conditions to enable local flexibility
- **Professionalism** – proposals to increase the professionalism of the fire and rescue service to ensure recruitment and training are better able to deliver a modern fire and rescue service. This includes a role for a potential College of Fire and Rescue.
- **Governance** – proposals to clarify accountability through the transfer of fire governance to a single elected individual, overseeing delivery by an operationally independent Chief Fire Officer.

Recommendations

Cabinet is asked:

1. To consider the Council's response and, in particular, to those proposals for which comment or reasons for the response are requested and to take account of any comments made during the discussion.
 2. To confirm the proposed approach to responding to the questions in the consultation document as set out in the appendix and to approve the inclusion of any reasons for or comments on answers where requested in accordance with this report or as otherwise advised.
-

Proposal

1 Background and context

- 2.1 The reforms proposed in the white paper build on earlier reform which has seen the introduction of an independent inspection regime, stronger national coordination amongst operational leaders and increased consistency of expectations through Fire Service Standards and National Operational Guidance. The proposals seek to modernise workforce practices and to enable greater service flexibility according to local needs and risks. The proposals also seek to promote greater professionalism, supported by the introduction of a national College of Fire and Rescue Services. Finally, the white paper sets out proposals to clarify governance and public accountability.
- 2.2 The proposals highlight challenges from large scale incidents, such as Grenfell and the Manchester Arena bombing, as well as those from the pandemic response. The white paper suggests the need to increase the flexibility of response and resource deployment to enable fire and rescue services to be more adaptable. This is proposed to better respond to changing risks within communities, and for fire and rescue services to add social value to their role within communities. This may be seen as particularly useful for county council fire and rescue services as a more flexible approach to using fire and rescue staff and resources to help achieve broader council outcomes by supporting other services.

2 Proposal details

People

- 2.3 The proposals in this section focus on measures intended to increase the flexibility of the deployment of fire and rescue resources.
- 2.4 The ability for the fire and rescue service to continue to play its role in supporting the council plan through a greater flexibility of deployment according to local risks and priorities would be a great benefit, as would the proposal for fire and rescue services to play an active role in supporting the wider health and public safety agenda.
- 2.5 The proposals could provide greater flexibility to take local decisions about the deployment of resources based on risk at a county level. It could remove some of the dependencies on national level negotiations which do not reflect the local context or take account of the needs of local communities. This was evident during the pandemic where additional activity undertaken was largely limited to those negotiated through a national agreement. In West Sussex the service benefits from positive trade union relationships which have enabled a pragmatic outcome locally for most issues, although these are inevitably influenced by national discussions and positions.
- 2.6 The proposals also seek to explore whether current arrangements under the Civil Contingencies Act 2004 provide sufficient service response in the event of strike action. Fire and Rescue Services are Category 1 responders under the Act, which requires them to carry out specific civil protection duties. This must be reflected in services business continuity plans, which include ensuring deployment in the case of strike action. The proposals do not aim to remove the

freedom of staff to participate in industrial action but the white paper questions whether there is sufficient resilience in place to ensure public safety.

- 2.7 West Sussex Fire and Rescue Service and West Sussex County Council play a central role within the Sussex Resilience Forum. We have robust contingency plans for all foreseeable risks which support the community risk register action plan including plans in case of industrial action by firefighters. The current plans depend upon our non-striking firefighters or unions to provide resilience. There are also options to employ third party commercial providers on a costly reserve contract. Our plans are well tested and reviewed, though can be costly. These plans would be assisted by further measures to strengthen business continuity through the review of the Civil Contingencies Act 2004.
- 2.8 The white paper questions the effectiveness of the National Joint Council for Local Authority Fire and Rescue services (NJC). The NJC is a UK-wide collective bargaining body where employer and employee representatives negotiate terms and conditions, including pay for all uniformed (grey book) fire and rescue staff. The current system is closed and does not allow for local negotiation or discussion on options for pay improvement or skills recognition. The white paper questions whether the negotiation process is dynamic enough to respond to changing priorities.
- 2.9 The service need for greater flexibility could be assisted by the proposed fundamental reform of the NJC albeit we would want to guard against a system of local pay bargaining. That could create a local burden on the service and lead to disparity in the sector where talent or specialist skills move across to services with greater levels of funding offering the greatest rates of pay. Should pay awards be determined by an independent body, consideration should be given to the provision of additional government funding in order to ensure fair pay is delivered sustainably, and not to the detriment of delivering public service.
- 2.10 There are several other areas referenced within this section which are intended to nurture new and existing talent, such as introducing consistent entry requirements and talent management schemes. These are to be broadly welcomed provided they come with additional funding to enable their successful implementation.

Professionalism

- 2.11 The white paper describes the need for strong effective leadership and proposes to strengthen leadership development within the fire and rescue sector. These proposals are aligned with local priorities within West Sussex Fire and Rescue Service. We have plans that are focused on investment in our current and future leaders, as well as developing a strong talent pipeline within our service. We have recently launched a comprehensive people service plan that covers all elements of workforce planning including talent management and leadership. This service programme would be complemented by the reforms proposed, which include the development of new leadership programmes and a standardised approach across the sector. However, the white paper is silent on sources of funding for these programmes. If there is an expectation that the proposed programmes will be mandatory but are unfunded then this will pose additional pressures on existing budgets.
- 2.12 One of the areas proposed for further reform is the increased use of data to assist the effective and professional deployment of resources and to drive

innovation. Improved access to better quality information and utilisation of data will make our service more effective and efficient. For example, early incident trends based on national data could influence earlier prevention or protection activity. Data relating to the use and benefits of operational equipment could assist in procurement and resilience plans for the service. However, the quality of the national data set will be dependent on the quality of data submitted by services. The data collection process can be burdensome, particularly when resources are lean. The paper does not outline how the proposals for data collection and analysis will be resourced.

- 2.13 The white paper recognises the importance of local flexibility and seeks to support it through proposals for consistent national standards, building on the work of the Fire Standards Board. The paper proposes to place a code of ethics on a statutory footing, potentially through the Fire and Rescue National Framework for England, as well as the introduction of an oath for fire and rescue services in England. A breach of the code or the oath would be dealt with by the Chief Fire Officer as an employment matter. The NFCC recently developed a core code of ethics which we have already embedded through our people service plan. It is not immediately obvious how moving the code of ethics to a statutory basis would further improve the efficacy of the core code, and breaches are already dealt with through employment processes. An appropriate period for the code to bed in prior to a review would be a preferred approach.
- 2.14 The paper includes a proposal to create an independent body to further drive professionalism throughout the sector through a College of Fire and Rescue. This would be independent of fire and rescue services and at arm's length from government to maintain an independent status. There is the potential for this to include legislative powers that mirror those held by the College of Policing to drive the consistency of professionalism throughout the sector. There are already elements of national practice, such as National Operational Guidance. Whilst they are recognised as best practice and take up is high, there is no mandatory requirement to implement them. A College of Fire and Rescue that holds the responsibility for setting clear expectations and the power to mandate them would be a positive step. In the context of West Sussex this would be timely with the development of our new training commitments and the roll out of our new training facility in Horsham.

Governance

- 2.15 There are two main themes of the section on governance – first the drive to achieve a single point of political accountability and second the aim to define and reinforce operational independence for the Chief Fire Office and to prescribe the boundaries of operational and strategic or political accountability.
- 2.16 The White Paper focuses on the aim to have Fire and Rescue Service responsibility transferred to Police and Crime Commissioners (PCC). There are however two alternative options. The first, largely for urban areas, is for transfer to mayors of larger municipal or combined authorities. The second is designed for services embedded in County Council areas – the designation of the Council Leader as accountable individual with the function then delegated to a named cabinet member. Each option would be expected to be balanced by a dedicated scrutiny panel. What is less clear is what, if any role the full Council will play in these lines of accountability although the Council would retain budget setting responsibility.

- 2.17 It is suggested that West Sussex County Council strongly opposes any change to current governance arrangements, which are evidently effective. In West Sussex, this includes both a single named point of accountability and a dedicated scrutiny committee that has been in operation since 2019. This arrangement has overseen the significant service and governance improvements in response to recent inspection outcomes. The proposals and ambitions set out within the White Paper can already be evidenced to be working in West Sussex. The West Sussex County Council response to the consultation should promote the current County Council model of governance, where service accountability is vested in a Cabinet Member appointed by the Leader. It is not immediately obvious why a change would improve things. The current model delivers all the improvements that the white paper is seeking plus a wider range of benefits that include a greater focus on preventative work, sign-posting across services to help people and businesses remain safe and independent and using the wider pools of County Council resources and assets to provide training, facilities, equipment and support.
- 2.18 In the case of county council fire and rescue services the close working relationships that exist with other county council areas of responsibility such as adult care, children's services and public health are significant. The contribution of these relationships to public safety through prevention work should not be underestimated, nor should the extensive support of the corporate infrastructure of the Council.
- 2.19 The consultation asks whether the overall approach to a single political point of accountability is supported but also asks the same in relation to transferring responsibility to the PCC as an aim or to metro/ combined authority mayors.
- 2.20 County council fire and rescue services, such as West Sussex, receive support services as part of a larger shared service arrangement and so benefit from economies of scale. Therefore, the opportunity to deliver efficiencies and gain depth of advice from support services is greatly reduced in comparison to other governance models. Furthermore, as services are embedded within county council structures extracting them to meet the needs of reorganisation requires careful consideration to avoid adversely impacting on the close partnership working that such a structure facilitates and the loss of established support arrangements.
- 2.21 Any governance change requiring the transfer of functions and assets to a single individual is a significant and complex undertaking. In a county council, this is particularly so and would require negotiation to agree which staff, assets liabilities and contracts will transfer and to agree the funding (including council tax precept). Implementation can be costly, requiring specialist legal, HR, commercial and financial advice. The leadership focus that this would require should not be underestimated. Consideration should be given to the impact this would have on a services ability to deliver, reform or improve during such a period and beyond.
- 2.22 The challenge to identity the subsequent impact on culture within workforces should not be underestimated. Opposition from the workforce, linked to the loss of identity of fire and rescue and the reduction in its impartial and trusted status in the community that can impact on our ability to access vulnerable groups are critical considerations. This is reflected through the national stance of trade unions and has the potential to detrimentally impact industrial relationships - and more importantly - workforce relationships for some time.

This should be weighed up alongside the work ongoing to improve culture within services.

2.23 Whilst various models of fire governance exist, all are underpinned by a requirement for accountability transparency and community engagement. Whilst a single model of governance could be perceived to drive consistency, this may not be the case in practice and may not be the most valuable objective. There is a question over whether the aims of accountability can be helped in areas which have more dispersed communities. The question should be which model brings about the greatest community benefits for the area. The transfer to a single model of governance would be very difficult to achieve and the potential unintended consequences on service delivery should be fully considered. However, there are steps that could be taken to improve, accountability and transparency under current arrangements.

- *Good governance reviews* - In West Sussex, we undertook a review of governance and sought to strengthen our approach across the County Council. This led to changes to our constitution, clarification of schemes of delegation and revised scrutiny committees. A similar approach could benefit other FRAs.
- *Enhanced member development* - In West Sussex, we found benefit from introducing a bespoke development programme for elected members to improve understanding of the legislative and operating context of fire and rescue services and their role within that. A national development programme, building on the training offered through the LGA, could further strengthen such an approach.
- *Model schemes of delegation* - A model delegation framework that could be applied across governance models and tailored to local requirements could provide consistency and clarity in political and operational roles in decision making. Due consideration should be given to increasing the operational independence of chief fire officers within this to reduce opportunities for conflicting professional responsibilities.
- *Scrutiny* - West Sussex has a dedicated fire and rescue service scrutiny committee. We understand this to be the first of its kind, and it ensures that appropriate time and focus is given to scrutinising fire and the executive decisions made by cabinet. A dedicated committee also ensures elected members have the opportunity to become specialists in fire and rescue, with the time and space to focus on the service. Other fire and rescue authorities may also benefit from such an approach.
- *Elevation of Chief Fire Officer role in county council services* - In West Sussex, the CFO position reports directly to the Chief Executive and has a dedicated portfolio holder in Cabinet. As a fire and rescue service embedded in a county council, this approach ensures there is close political oversight of the service.

2.24 A final point is one of ensuring clarity for the aims of change for specific localities and communities that consider the way areas function and communities identity. Urban and city areas may benefit from a centralised model of mayoral accountability, however this may be less meaningful in rural or dispersed communities. In West Sussex, we have collections of communities where greater community cohesion benefits from collective accountability and representation. One model may not fit all and any transfer model should be responsive to or adaptable to the needs of the communities covered.

2.25 It is at Question 35 that the role of the authority in terms of oversight and scrutiny is referred to. This provides an opportunity to promote the scrutiny

model within West Sussex. Question 37 refers to the notion of aligning police and fire service boundaries and is preceded by a reference to the non-alignment in Sussex and the possibility of the PCC taking both fire services in Sussex without the need to join the services structurally. Cabinet is invited to challenge this reference although it is not covered in a separate question.

- 2.26 It should be noted that the Council's current arrangements for fire scrutiny (through a separate Fire and Rescue Service Scrutiny Committee, established in 2020) are due to be reviewed by the Governance Committee in September 2022. Cabinet may therefore wish any feedback it gives as part of its response to the White Paper to be included within the review paper to Governance Committee.
- 2.27 The section on fire funding reflects on the likely financial impact of any governance change, something that was highlighted during the 2017 consultation and business case for the PCC and fire merger in Sussex. This section also refers to a proposal that Fire and Rescue Service budgets be ringfenced and the white paper refers to a need to protect them from other pressures across Councils where the service is embedded. The Cabinet is invited to strongly oppose ring fencing fire service budgets. Whilst it may protect the fire service from pressures elsewhere, it may also prohibit the council from investing into the service when required and more broadly will mean reduced local decision making and a limiting effect on the ability for Members to respond to local priorities. There are benefits for fire and rescue in being part of a county council's wider budget where resources can be diverted into the service to flexibly support changing priorities. For example, the council has made significant investment into the service in order to resource the improvements required, as well as the proposals set out in the Community Risk Management Plan.
- 2.28 There is no reason to assume that a service led by an accountable council leader and cabinet member will not take a prudent and sound approach to the allocation of resources in the future whilst retaining the flexibility to discharge the political accountability to deliver public value for money and the setting of the level of the precept for West Sussex. Financial certainty is important in order to drive stable business and budget planning. Longer term government funding settlements and a review of the fire funding mechanism to ensure a fair distribution of central funding would greatly assist in this process and support the delivery of meaningful and long-term reform initiatives.
- 2.29 Operational independence for the Chief Fire Officer is already strongly supported by West Sussex County Council. The white paper sets out a route towards embedding this, with clarity offered between strategic and operational decision making. This demarcation of responsibility between the executive and the chief fire officer is already set out within the West Sussex County Council Constitution¹. This aligns with the proposed responsibilities set out in the white paper so would not result in a change locally. However, a statutory change to embed this will enshrine this arrangement and should be welcomed.

¹ Part 3 of the constitution outlines where responsibility to carry out the County Council's duties under the Fire and Rescue Services Act 2004 is already delegated to the Chief Fire Officer.

- 2.30 The reference to a move to make the chief fire officer a corporation sole, becoming the effective employer of staff, would not work within a Council setting and the White Paper acknowledges that as an issue to tackle. It would be difficult to implement in practice and the benefits are not immediately obvious.

3 Other options considered (and reasons for not proposing)

- 3.1 West Sussex County Council has a responsibility to respond appropriately to Government consultations which may affect or inform the future delivery of its services. A response to the Fire Reform White Paper consultation will therefore be submitted.

4 Consultation, engagement and advice

- 4.1 Internal officers, the Executive Leadership Team and Cabinet Members have considered the Fire Reform White Paper. The Fire and Rescue Service Scrutiny Committee have been invited to review this report and its appendix and the Chairman of the Committee will report back the views to Cabinet at the meeting on 20 July.

5 Finance

- 5.1 There are no financial implications to the council as this is a response to a consultation.

6 Risk implications and mitigations

- 6.1 There are no risks associated with responding to the consultation.

7 Policy alignment and compliance

- 7.1 At consultation stage there are currently no policy alignment and compliance implications. Should any proposals emerge as a result of the Fire Reform White Paper, any areas of council policy or legal responsibility will be appropriately considered, along with any planned or required action.

Tony Kershaw

Director of Law and Assurance

Appendices

Appendix A – Consultation questions and responses

Background papers

[reforming our fire and rescue service \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

	Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Q1	To what extent do you agree/disagree that fire and rescue services should have the flexibility to deploy resources to help address current and future threats faced by the public beyond core fire and rescue duties?	X				
Q2	To what extent do you agree/disagree that fire and rescue services should play an active role in supporting the wider health and public safety agenda?	X				
Q3	To what extent do you agree/disagree that the business continuity requirements set out in the Civil Contingencies Act 2004 provide sufficient oversight to keep the public safe in the event of strike action?				X	
Q4	To what extent do you agree/disagree that the current pay negotiation arrangements are appropriate?					X
Q5	Please provide the reasons for your response to Q4					
Q6	To what extent do you agree/disagree that consistent entry requirements should be explored for fire and rescue service roles?	X				
Q7	Please provide the reasons for your response to Q6					
Q8	To what extent do you agree/disagree that other roles, in addition to station and area managers, would benefit from a direct entry and talent management scheme?		X			
Q9	To what extent do you agree/disagree with the proposed introduction of a 21st century leadership programme?		X			
Q10	Please provide the reasons for your response to Q9					
Q11	To what extent do you agree/disagree that completion of the proposed 21st century leadership programme should be mandatory before becoming an assistant chief fire officer or above?			X		
Q12	To what extent do you agree/disagree that each of the activities outlined above are high priorities for helping improve the use and quality of fire and rescue service data? <input type="checkbox"/> A national data analytics capability. <input type="checkbox"/> Data-focused training. <input type="checkbox"/> Consistent approaches to structuring data <input type="checkbox"/> Clear expectations for data governance <input type="checkbox"/> Securing data-sharing agreements.	X				
Q13	What other activities, beyond those listed in Q12, would help improve the use and quality of fire and rescue service data? Please give the reasons for your response.					
Q14	To what extent do you agree/disagree that each of the activities outlined above are high priorities for improving the use and quality of fire evidence and research? <input type="checkbox"/> Collaborating <input type="checkbox"/> Commissioning <input type="checkbox"/> Conducting <input type="checkbox"/> Collating	X				
Q15	What other activities, beyond those listed in Q14, would help improve the use and quality of evidence and research on fire and other hazards? Please provide the reasons for your responses.					
Q16	To what extent do you agree/disagree with the creation of a statutory code of ethics for services in England?				X	
Q17	To what extent do you agree/disagree that placing a code of ethics on a statutory basis would better embed ethical principles in services than the present core code of ethics?				X	

Agenda Item 6

Appendix A Consultation questions and responses

Q18	To what extent do you agree/disagree that the duty to ensure services act in accordance with the proposed statutory code should be placed on operationally independent chief fire officers?	X				
Q19	To what extent do you agree/disagree with making enforcement of the proposed statutory code an employment matter for chief fire officers to determine within their services?			X		
Q20	To what extent do you agree/disagree with the creation of a fire and rescue service oath for services in England?			X		
Q21	Please provide the reasons for your response to Q20					
Q22	To what extent do you agree/disagree that an Oath would embed the principles of the Code of Ethics amongst fire and rescue authority employees?			X		
Q23	To what extent do you agree/disagree with an Oath being mandatory for all employees?			X		
Q24	To what extent do you agree/disagree that breach of the fire and rescue service oath should be dealt with as an employment matter?			X		
Q25	To what extent do you agree/disagree that the five areas listed above are priorities for professionalising fire and rescue services? • Leadership • Data • Research • Ethics • Clear Expectations		X			
Q26	What other activities, beyond the five listed above, could help to professionalise fire and rescue services?					
Q27	To what extent do you agree/disagree with the creation of an independent College of Fire and Rescue to lead the professionalisation of fire and rescue services?		X			
Q28	Please provide the reasons for your response to Q27					
Q29	To what extent do you agree/disagree that Government should transfer responsibility for fire and rescue services in England to a single elected individual?					X
Q30	What factors should be considered when transferring fire governance to a directly elected individual? Please provide the reasons for your response.					
Q31	Where Mayoral Combined Authorities already exist, to what extent do you agree/disagree that fire and rescue functions should be transferred directly to these MCAs for exercise by the Mayor?					X
Q32	To what extent do you agree/disagree that Government should transfer responsibility for fire and rescue services in England to police and crime commissioners?					X
Q33	Apart from combined authority mayors and police and crime commissioners, is there anyone else who we could transfer fire governance that aligns with the principles set out above?		YES			
Q34	Please provide the reasons for your response to Q33					
Q35	To what extent do you agree or disagree that the legal basis for fire and rescue authorities could be strengthened and clarified?		X			
Q36	Please provide the reasons for your response to Q35					
Q37	To what extent do you agree/disagree that boundary changes should be made so that fire and rescue service areas and police force/combined authorities (where present) areas are coterminous?					X
Q38	To what extent do you agree/disagree with ring-fencing the operational fire budget within fire and rescue services run by county councils and unitary authorities?					X
Q39	Please provide the reasons for your response to Q38					

Q40	To what extent do you agree with this proposed balanced leadership approach (as outlined in the consultation document)?		X			
Q41	Please provide the reasons for your response to Q40					
Q42	Are there any factors we should consider when implementing these proposals?					
Q43	What factors should we consider when giving chief fire officers operational independence? Please provide the reasons for your opinions					
Q44	What factors should we consider should we make chief fire officers corporations sole?					
Q45	To what extent do you agree or disagree that the responsibility for strategic and operational planning should be better distinguished?			X		
Q46	To what extent do you agree or disagree that the strategic plan should be the responsibility of the fire and rescue authority?		X			
Q47	To what extent do you agree or disagree that the operational plan should be the responsibility of the chief fire officer?	X				
Q48	Please provide the reasons for your response to Q47					

This page is intentionally left blank