

Public Document Pack

Tony Kershaw

Director of Law and Assurance

If calling please ask for:

Rob Castle on 033 022 22546

Email: rob.castle@westsussex.gov.uk

www.westsussex.gov.uk

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



9 June 2022

Performance and Finance Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Friday, 17 June 2022** at **County Hall, Chichester, PO19 1RQ**.

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

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

Tony Kershaw

Director of Law and Assurance

Agenda

Part I

10.30 am 1. **Election of Chairman**

The Committee is asked to elect a Chairman for 2022-23 from the committee members listed below:

Cllr Baldwin, Cllr Boram, Cllr Britton, Cllr Burrett, Cllr Condie, Cllr Elkins, Cllr Gibson, Cllr Kerry-Bedell, Cllr Linehan, Cllr McDonald, Cllr Montyn, Cllr Sparkes, Cllr Turley, Cllr Wall.

If the election is contested, a secret ballot will be held in accordance with Standing Order 2.17.

10.35 am 2. **Election of Vice-Chairman**

The Committee is asked to elect a Vice-Chairman for 2022-23 from the committee members listed below:

Cllr Baldwin, Cllr Boram, Cllr Britton, Cllr Burrett, Cllr Condie, Cllr Elkins, Cllr Gibson, Cllr Kerry-Bedell, Cllr Linehan, Cllr McDonald, Cllr Montyn, Cllr Sparkes, Cllr Turley, Cllr Wall.

If the election is contested, a secret ballot will be held in accordance with Standing Order 2.17.

10.40 am 3. **Business Planning Group Membership** (Pages 5 - 6)

The Committee is asked to review the membership of the Business Planning Group in view of the Chairman and Vice-

Chairman appointments.

The Group should have five members including the Committee's Chairman, Vice-Chairman, and two minority group members.

4. **Declarations of Interest**

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

5. **Minutes of the last meeting of the Committee** (Pages 7 - 12)

The Committee is asked to agree the minutes of the meeting held on 11 March 2022 (cream paper).

10.45 am

6. **Urgent Matters**

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

7. **Responses to Recommendations** (Pages 13 - 16)

The Committee is asked to note the responses to recommendations made at the 11 March 2022 meeting.

10.50 am

8. **Update on Asset Management Policy and Strategy** (Pages 17 - 38)

The Committee is asked to review the draft Asset Management Policy and Strategy 2022/23 - 2025/26 to ensure it meets the objectives in the Our Council Plan and is flexible enough to meet the changing needs and work practices of the County Council. The Committee is asked to feed any comments for consideration into the review ahead of the Policy and Strategy being finalised.

11.35 am

9. **Update on Early Help Asset Plan** (Pages 39 - 44)

The Committee is asked to review a report providing an update on the status of the Children and Family Centres affected by the changes to early help provision.

12.05 pm

10. **Scrutiny Annual Report** (Pages 45 - 66)

The Committee is asked to review the Scrutiny Annual Report

which summarises the main outcomes of scrutiny, best practice, lessons learnt, and any development issues identified during 2021/22. The report also includes information in relation to the development of an Executive-Scrutiny Protocol for the Committee's input.

12.45 pm 11. **Work Programme Planning and possible items for future scrutiny**

(a) **Forward Plan of Key Decisions** (Pages 67 - 74)

Extract from the Forward Plan dated 6 June 2022, attached.

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

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

(b) **Work Programme** (Pages 75 - 84)

The Committee to review its draft work programme taking into consideration the checklist at Appendix A. If any member proposes an item for inclusion, the Committee's role at this meeting is to assess, briefly, whether to refer the matter to its Business Planning Group to consider in detail.

12.55 pm 12. **Requests for Call-in**

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

13. **Date of next meeting**

The next meeting of the Committee will be held virtually at 10.30am on 13 July 2022. Probable agenda items include:

- End of year Performance and Resources Report
- End of year Treasury Management Report

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 28 June 2022.

To all members of the Performance and Finance Scrutiny Committee

Webcasting

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

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

Performance and Finance Scrutiny Committee

17 June 2022

Report by Director Law and Assurance

Appointment of the Committee's Business Planning Group

1. Introduction

- 1.1 As set out in the County Council Constitution, each Scrutiny Committee must set up a business planning group (BPG) to oversee the Committee's work programme and prioritise issues for consideration by the Committee.
- 1.2 BPGs should have five members, be cross-party (three members from the majority political group on the County Council and two from the minority group(s)) and include the Chairman and Vice Chairman of the Scrutiny Committee. Other members of the committee may be invited to attend individual meetings as appropriate. The Chairman of the Scrutiny Committee will be the Chairman of the BPG. Membership is reviewed annually. Members should not serve on more than one BPG.
- 1.3 The BPG membership will be agreed at the meeting on 17 June 2022.
- 1.4 BPGs meet approximately quarterly, but they also carry out their work outside meetings (e.g. reviewing and discussing issues via e-mail; virtual meetings using teleconferencing facilities).
- 1.5 The Committee is asked to agree the appointment of five members to the BPG (with the membership as set out in paras 1.2 of this report).

2. Role of Business Planning Group (BPG)

- 2.1 BPG responsibilities include:
 - Overseeing the work programme for the Committee and prioritising issues for consideration by the Committee, including the proposed methodology and time tabling.
 - Agreeing objectives and planned outcomes for agenda items, and any witnesses to be invited and/or any visits or further information required by the Committee prior to its formal scrutiny of an issue.
 - Establishing Scrutiny Task and Finish Groups (TFGs)

3. Implications

- 3.1 There are no resource, risk management, social value, Crime and Disorder Act or Human Rights Act implications arising directly from this report.

Tony Kershaw

Director of Law and Assurance

Contact: Susanne Sanger, Senior Advisor, 03302 222550

This page is intentionally left blank

Performance and Finance Scrutiny Committee

11 March 2022 – At a meeting of the Performance and Finance Scrutiny Committee held at 10.30 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Montyn (Chairman)

Cllr Burrett	Cllr Hillier	Cllr Sparkes
Cllr Boram	Cllr Kerry-Bedell	Cllr Turley
Cllr Britton	Cllr Lord	Cllr Wall
Cllr Evans	Cllr Payne	Cllr Walsh

Apologies were received from Cllr Condie and Cllr B Cooper

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

37. Declarations of Interest

37.1 In accordance with the code of conduct, the following personal interests were declared: -

- Cllr Hillier in respect of item 5 (End of December 2021 (Qtr 3) Quarterly Performance and Resources Report) as Cabinet Member for Economic Growth at Mid Sussex District Council
- Cllr Lord in respect of item 6 (Economy Plan Update) as the spouse of someone who works in the travel and tourism sector and has some small business interest in West Sussex
- Cllr Waight in respect of item 6 (Economy Plan Update) as a member of Worthing Borough Council
- Cllr Burrett in respect of item 6 (Economy Plan Update) as a member of Crawley Borough Council and as Chair of South East Employers

38. Minutes of the last meeting of the Committee

38.1 Resolved – That the Minutes of the meeting held on 31 January 2022 be approved as a correct record and that they be signed by the Chairman.

39. Response to Recommendations

39.1 Resolved – that the Committee notes the response to recommendations made at its 31 January 2022 meeting.

40. End of December 2021 (Qtr 3) Quarterly Performance and Resources Report

40.1 The Committee scrutinised the Quarter 3 Performance and Resources Report by the Chief Executive and Director of Finance and Support Services (copy appended to the signed minutes).

40.2 Summary of responses to Members' questions and comments: -

- There was a query as to why paid employment for adults with learning disabilities was below target – **ACTION:** The Chief Executive to provide a response
- The future use of buildings that had housed children & family centres was complicated as many were leased (not owned) by the Council. Local community groups and Members have been contacted to gather information on how the buildings could be utilised and to determine if any want to take over the premises and leases, most were not in a position to do so. More detail on this would be provided in the Asset Strategy item at the June meeting
- Confirmed that education key stage 2 results will be available after the annual examinations and that work is on-going to improve outcomes. This performance area would be looked at by the Children & Young People's Services Scrutiny Committee
- The war in Ukraine was not currently having much impact on the Council's supply lines, but the situation would be monitored to understand the risks and impact on the market.
- The Council would work with the Government and continue to support Ukrainian refugees coming to West Sussex
- The Council is working with Southern Water, the Environment Agency and district/borough councils over the issues around water neutrality in various parts of the county
- Savings from staff working from home came from several budget areas so can't be used to offset the cost of the Worthing hub project – **ACTION:** The Deputy Finance Officer to provide details of how the Worthing hub project is funded
- A Member asked if there were any concerns over the predictions in relation to the New Homes Bonus Grant going forward over the next couple of years - **ACTION:** The Chief Executive to provide a response
- Most of the Council's larger contracts had inflationary clauses built into them so can adapt and adjust to monitor and manage inflation changes
- Implementation of Smartcore (the replacement of the existing SAP system with Oracle Fusion) was delayed from September 2022 to allow more time for data transfer testing. The system would now be available early next year. Savings would show in future years.
- The SAP system has 27 systems linked into it, Oracle Fusion will have 40. There is a lot of user engagement taking place to ensure the systems integrate with each other. Also carrying out some joint learning with East Sussex County Council who are also reviewing their systems - **ACTION:** The Chief Executive to provide more detail on how Oracle Fusion will integrate with all the systems and the efficiencies it will deliver
- The Council is working with other authorities re smarter working to ensure best practice is achieved. Smarter working should lead to greater collaboration, partnership working and greater flexibility. There will be minimum requirements introduced in relation to office working

- It is important that new starters and people in new jobs spent some time in the office to learn from other Team members.
- It is difficult to include inflation as a standard rate in the Capital Programme as all projects are considered separately on a case-by-case basis and is included within individual Business Cases
- The main risk to cyber security was from users clicking on links to external sources
- Longer, more complex passwords have been introduced and external emails carried a warning to improve security
- Members were encouraged to take the online cyber security training
- The IT department had regular discussions about cyber security and was very vigilant – **ACTION:** The Chief Executive to check if the Council was part of the South East Government Warning, Advice and Reporting Point
- A saving relating to income generation within procurement has been delayed – **ACTION:** The Deputy Chief Finance Officer and Property to provide the reason for the delay
- Two major projects, Broadbridge Heath and Horsham Enterprise Park, were amber due to problems with water neutrality
ACTION: The Cabinet Member for Finance and Property to provide an update on progress on these projects
- The Human Resources redesign is due for completion in 2023-24
ACTION: The Director of Human Resources and Organisational Development to include an update on this in the People Framework paper coming to the June meeting
- The latest pulse survey had highlighted workloads and future working arrangements as areas of concern for staff
- There had been significant testing re mobile connectivity with district and borough councils across the county which showed strong coverage, but not every house will get gigabit broadband, however, all should get some better high-speed broadband e.g. mobile technology through a government programme
- The Government is currently carrying out open market assessments in terms of what the market will provide in relation to the Gigabyte Project. There will be a challenge to address what the market should deliver and what it will actually deliver. The Council will work with the District and Borough Councils and MPs to address the uncertainties and challenges.
- It is recognised that there are more disclosures of employees' personal characteristics than the SAP system records. This will be rectified when the new Oracle Fusion system is implemented.,
- Work is being done to increase the staff retention rates including looking at pay structures, training and working terms and conditions

40.3 Resolved: - The Committee: -

- i. Requests that the Asset Strategy report due to come to the committee meeting in June includes information in relation to the closure of Children and Family Centres and the use of those buildings in future
- ii. Stresses the importance of using buildings for the best use of the community
- iii. Welcomes officers monitoring the risks and impact on the supply chain of national events

- iv. Requests that the risks and impacts of rising inflation on pay, contracts and therefore service budgets are closely monitored
- v. Reinforces the awareness messages and training in relation to cyber security
- vi. Requests that the People Framework report due to June committee provides some information in relation to the Human Resources re-design
- vii. Supports the digital roll out and emphasised the needs in the rural economy
- viii. Requests more information in future reports around staff disclosure rates (currently reported as a 'red' key performance indicator) and the take-up of induction training
- ix. Supports the Health & Adults Social Care Scrutiny Committee's review of the Shaw contract

41. Economy Plan Update

41.1 The Committee scrutinised a report by the Executive Director for Place Services (copy appended to the signed minutes).

41.2 Summary of responses to Members' comments and questions: -

- There is an opportunity to grow tourism in the county - the Council was working with a number of organisations and partners including the government, Visit England, and Tourism South East to achieve this
- The Council was also working with Experience West Sussex on a shared plan to make best use of resources with a clear programme for work over the next two years. The Council is also working with the Gatwick Gateway Partnership on encouraging international visitors to West Sussex
- Work was also taking place across the region with Brighton & Hove City Council, East Sussex County Council and destination partnerships to progress the opportunities of a pan-Sussex approach to the visitor economy
- The Sussex Chamber of Commerce is a national trailblazer pilot for developing a Sussex Local Skills Improvement Plan, and the skills needs of the visitor economy are one of the considerations
- The Business Hothouse programme is led by the University of Chichester and has a number of different work packages led by individual delivery bodies – due to Covid the programme went online, and it has been hard for some smaller businesses to commit to the number of hours required to participate in and complete the programmes. The programme is going to be extended to March 2023 to enable businesses to participate and outputs be achieved
- Micro, small and medium sized enterprises were the ones getting most support from the Council
- Customer parking and loading/unloading restrictions was an issue for some businesses

41.3 Resolved – that the Committee: -

- i. Recognises and stresses the importance of working in partnership with district and borough councils and other partner

- agencies on tourism to promote and market the region as a whole
- ii. Asks the Communities, Highways and Environment Scrutiny Committee to look at the impact of parking issues on businesses
 - iii. Would welcome more information on the successes, effectiveness and benefits of individual tourism and business-related schemes when available

42. Customer Service Centre Function

42.1 The Committee scrutinised a report by the Assistant Director (Communities), copy appended to the signed minutes.

42.2 Summary of Members' comments and questions: -

- Around 34 Customer Service Centre staff are expected to transfer to the new provider to ensure efficiency of operation. An external provider will have the necessary technical expertise to implement the requirements of the function. The cost of bringing this back in house would have been considerably more than the estimated cost of £10.2m of the out-sourced contract
- Council and non-Council staff already work together in some areas, so no problems are envisaged in terms of in-house and out-sourced provision
- The key is to find an organisation that reflects the values of the County Council which may mean that staff could be located anywhere in the UK. The Covid pandemic has changed the way we work in terms of flexibility so there may be a balance between home and office based working practices.
- The proposed contract term is only for three years as lessons have been learnt from long contract arrangements in the past. With technology-based services and contracts it is important to be able to adapt and change quickly to keep up-to-date which is harder with long contracts
- To bring about the necessary culture change there have been workshops across services talking about what needed to be done differently with digital services and how to make it easy for customers to use. This dialogue will mean staff understand and are better able to address the culture change requirements.
- There have also been corporate-wide communications, mainly with those impacted which will continue
- Customers will still be able to make contact by phone
- Staff will be trained to recognise vulnerable customers, deal with a wide range of queries and know who to pass calls to when appropriate
- Current key performance indicators (KPIs) covered the whole service so didn't highlight the differences in performance between areas – the new KPIs would, as well as showing whether the customer got a satisfactory outcome of their call
- Artificial Intelligence and voice recognition would be used as much as possible

42.3 Resolved – that the Committee: -

- i. Supports a partner organisation/function based within West Sussex
- ii. Recommends a visit to a new provider when possible
- iii. Recognises the importance of the organisational culture and stresses the importance of two-way communication and feedback plus training
- iv. Stresses the importance of how the Council interacts with vulnerable customers to ensure they receive the support needed
- v. Stresses the need to consider how the links are made between the in-house and out-sourced service
- vi. Recognises the importance of staff training to ensure wider service needs can be recognised and supported when required
- vii. Supports the inclusion of monitoring and satisfaction targets within the contract
- viii. Welcomes the work underway to use future technologies

43. Work Programme Planning and possible items for future scrutiny

43.1 The Committee considered the forward work programme and extracts of the Forward Plan of Key Decisions (copies appended to the signed Minutes).

43.2 Resolved – That the Committee notes the Forward Plan of Key Decisions and Work Programme.

44. Date of next meeting

44.1 The Committee notes its next meeting will take place on 17 June 2022, commencing at 10.30am.

The meeting ended at 1.26 pm

Chairman

Performance and Finance Scrutiny Committee

17 June 2022

Response to recommendations from 11 March Committee meeting

Customer Service Centre Function

Comments/requests made for consideration by the Cabinet Member and the Assistant Director of Communities when procuring and awarding the contract for the Customer Service function: -

Request	Responder	Response
Committee would support a partner organisation/function based within West Sussex	Cabinet Member for Support Services and Economic Development and Assistant Director of Communities	No tender submissions were received during the recent Digital Customer Service Centre procurement process for the IT platform, telephony and staffing for the non-social care elements of the future model. Plans are now being implemented to procure the IT platform and the telephony as specified in the tender documentation, which should be relatively straightforward, with the staff moving across to the County Council under TUPE arrangements and therefore remaining within West Sussex.
Recommends a visit to a new provider when possible	Cabinet Member for Support Services and Economic Development and Assistant Director of Communities	The new Digital Customer Service model will be operational from 1 st October 2022 and a visit to Durban House, Bognor Regis can be organised for the Committee any time after this point.

<p>Committee recognise the importance of the organisational culture and stress the importance of 2-way communication and feedback alongside training</p>	<p>Cabinet Member for Support Services and Economic Development and Assistant Director of Communities</p>	<p>Work is already underway to engage with those staff currently employed by Capita who will now transfer under TUPE arrangements to the County Council. A programme of engagement with internal stakeholders has been developed and the points raised by the Committee in relation to these elements have been incorporated.</p>
<p>Committee stresses the importance of how we interact with vulnerable customers to ensure they receive the support needed. Also need to consider how the links are made between the in-house and out-sourced service.</p>	<p>Cabinet Member for Support Services and Economic Development and Assistant Director of Communities</p>	<p>The change in circumstances following the recent procurement process mitigates the point raised in respect of the links between the in-house and out-sourced service as all staff will now move across to the County Council under TUPE arrangements. The procurement of telephony is progressing to ensure that continuity of service is maintained for those vulnerable customers who prefer to use the telephone to contact the County Council. A programme of transition activity for delivery ahead of implementation on 1st October 2022 includes collaboration with colleagues from Adults & Health as well as Capita to understand current and emerging issues for vulnerable customers which can shape the design of service delivery for the County Council Digital Customer Service Centre.</p>
<p>Committee stresses the importance of staff training to ensure wider service needs can be recognised and supported when required.</p>	<p>Cabinet Member for Support Services and Economic Development and Assistant Director of Communities</p>	<p>Staff training is a core element of operational delivery for the current Customer Service Centre staff group. Training will be a key factor to support a smooth transition into the County</p>

		Council and ongoing skill development and knowledge transfer will then be facilitated through a bespoke programme of activity to ensure that the staff are able to deliver excellent customer service to residents.
Committee supports the inclusion of monitoring and satisfaction targets within the contract.	Cabinet Member for Support Services and Economic Development and Assistant Director of Communities	Targets included within the initial procurement specification which did not attract tender submissions will be lifted across to be applied to the Digital Customer Service Function delivered from within the County Council from 1 st October 2022.
Welcomes the work underway to use future technologies	Cabinet Member for Support Services and Economic Development and Assistant Director of Communities	The opportunity to observe the operational use of future technologies to engage with our customers will be included as part of the visit programme for Committee Members when scheduled following launch.

This page is intentionally left blank

Report to Performance and Finance Scrutiny Committee

17 June 2022

Update on Asset Management Policy and Strategy

Report by Assistant Director of Property and Assets

Summary

Since the 2018 Asset Management Policy and Strategy was agreed there have been some major changes that have influenced how the County Council manages its assets; some unforeseen, like the impact of the Covid-19 pandemic and some well-known, like the urgent need to respond to climate change. This paper reflects on the achievements of the 2018 strategy to date and sets out proposals for the next three years from 2022/23 to 2025/26 and beyond.

The updated strategy will support all parts of Our Council Plan 2021-2025, in particular the objective to *Make the Best use of our Resources*, including assets, with a target to rationalise the estate and reduce the operational square meterage by 5% year on year.

Work has been undertaken with all the Council's operational services to understand how assets will contribute to meeting those service's needs and aspirations in the short to longer term, while addressing the need to rationalise the estate. Work is also underway to improve our understanding of what it will take to reduce our carbon emissions.

Investment in the estate over the next 5 years is set out in the Capital Strategy, agreed at County Council in February 2022.

The proposal is to combine the Policy and Strategy into one new document. The new Asset Management Policy and Strategy 2022 will cover the period until 2025/26, to align with Our Council Plan. The Property and Asset Directorate will endeavour to work towards a longer-term strategy horizon and longer-term Service Asset Management Plans with a 10-15 year view, giving us more effective property development and maintenance planning. It will be reviewed from time to time to ensure it remains relevant to our objectives.

The strategy will concentrate on the use of assets to best meet the needs of the Council's service delivery, including smarter working projects and the rationalisation of the estate.

The approach will include projects to improve the sustainability of the estate and contribute to the reduction in our carbon emissions. There will be a renewed focus on the option appraisal of surplus properties ensuring a range of options are considered including social, community or environmental use. There will be a continued emphasis on generating income for the County Council through revenue streams and capital receipts.

The launch of the new Property Asset Database system, Concerto, in April 2022 will give added opportunities to use property data to better inform decision making and improve how we manage processes. Additionally, there will be opportunities to further improve property data from integration with the new SmartCore system.

The new draft Asset Management Policy and Strategy 2022 is attached as Appendix A.

Focus for Scrutiny

The committee should consider the detail included with the report and Appendix A presented by the Assistant Director of Property and Assets in order to determine any comments it wishes the Cabinet Member to consider when agreeing the up-dated Policy and Strategy.

Key areas for scrutiny include:-

- That the strategy meets the needs of the Council Plan to ensure the priorities and targets of the County Council can be met;
- The strategy continues to be flexible enough to meet the changing needs and work practices of the County Council;
- The strategy includes an understanding and commitment to how the carbon footprint of the Council's assets can be reduced;
- That services have been consulted on their future needs and requirements when reviewing the strategy;
- That the principles of community asset transfer of public assets are included within the strategy to empower and strengthen local communities in order to meet local people's priorities.

1.0 Background and context

1.1 The County Council approved the current Asset Management Policy and Asset Management Strategy in 2018 [FR06\(18/19\)](#). Since this date the Property and Assets (P&A) Directorate has been working to deliver the objectives agreed.

1.2 The overarching aim of the 2018 Policy was:-

"To ensure that assets are used efficiently and sustainably to provide suitable accommodation in appropriate locations to enable the County Council to deliver services and to generate revenues and growth."

1.3 The Objectives of the 2018 Policy were:-

- To plan and manage property as a corporate resource for the benefit of the people of West Sussex.
- To provide the right property, fit for purpose, in the right place, to meet current service needs and plan for the future.
- To acquire, manage, maintain, and dispose of property effectively, efficiently and sustainably, whilst optimising financial return and commercial opportunities.
- To use land and buildings to stimulate development and growth.
- To promote joint working where it will provide benefit for service delivery and in securing efficiencies.

2.0 Delivery of the Asset Strategy 2018 to 2022

2.1 Key Achievements:-

- Appointment of a dedicated Assistant Director of Property and Assets.
- Rigorous process for prioritisation of maintenance demands with an auditable maintenance investment in the Corporate and School estate.
- Greater understanding of the estate through convergence of information linked to the Unique Property Reference Number (UPRN).
- Procurement of a new Asset Management Database – Concerto - with migration to the new system completed in April 2022, giving the teams increased functionality.
- A Key Decision to appoint a Joint Venture partner for the commercial development of surplus council land and the progress made in completing the arrangements for the joint venture.
- Acquisition of two significant investment properties for income generation.
- Strengthened Capital Programme Governance including emphasis of benefits delivery.
- Appointment of Multi-Disciplinary Partner (MDC), resulting in a significant increase in the volume of capital maintenance delivery and achievement of the capital delivery targets. The MDC provides access to a range of professionals and specialisms such as accessibility advisors and architects on demand.
- Agreed Service Asset Management Plans (SAMPs) for 21 different service areas across the Council operations. The plans are used to help set priorities for investment in the capital programme. The next step will be to ensure the plans have a strategic approach beyond the immediacy of the next 12 months and consistency of approach.
- Establishment of a Corporate Landlord approach and Corporate Landlords Operations Group (CLOG). Under the corporate landlord approach the ownership of the County Council's assets and the responsibility for their management and maintenance sits with the Property and Assets team. This allows for a corporate overview of the whole estate, the ability to prioritise resources, identify opportunities for rationalisation and improve decision making.
- Establishment of a Property Carbon Reduction Working Group to identify property related carbon reduction opportunities.
- Introduction of the new corporate target to reduce the square meterage of the operational estate by 5% per annum. In 2021/22 the target was to reduce the operational estate by 9,000 sqm; as at the end of March 2022 the estate had reduced by 17,375 sqm - equivalent to 10.75%.

2.2 Benefits and Outcomes

Capital Receipts

CAPITAL RECIEPTS	2018/19 £m	2019/20 £m	2020/21 £m*	2021/22 £m	TOTAL £m
	3.181	11.178	1.406	11.808	27.573

**2020/21 COVID pandemic restricted disposal activity as property viewings were not permitted activity*

Anticipated Future Capital Receipts (As set out in the Capital Programme)

CAPITAL RECEIPTS	2022/23 £m	2023/24 £m	2024/25 £m	2024/25 £m	2025/26 £m	TOTAL £m
	9.000	6.500	6.000	5.672	1.000	28.172

Capital investment in Property and Assets (excludes Highways)

CAPITAL INVESTMENT	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	TOTAL £m
Total Property Costs	72.358	45.827	38.449	42.964	199.598

The above total capital expenditure in property includes the following invested in maintaining the estate:-

CAPITAL INVESTMENT	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	TOTAL
Property Maintenance	1.791	2.853	2.720	2.644	10.008
Schools Maintenance	6.124	7.869	11.251	10.924	36.168
Corporate Landlord <i>Minor Asset improvements - service led</i>	0.686	0.299	0.105	0.214	1.304

Investment in the estate over the next 5 years is set out in the Capital Strategy, agreed at County Council in February 2022.

Property Revenue Budgets – All Properties (freehold and leasehold) Excluding Schools

BUDGET HEADING	2018/2019 £m	2022/23 £m
Lease Costs (Rent and Service Charges paid for leased in properties)	1.051	1.661
Rates and Council Tax	5.337	5.250
Facilities Management (Hard & Soft)	6.731	8.137
Utilities	2.002	3.774
Rental Income (Rent and Service Charges received from leased out properties)	-2.140	-2.269
Investment Property Income (Net Income)	0.000	-0.668
TOTAL	13.001	15.885

2.3 Key Challenges for the future

- Ensuring consistent overarching strategies for each service from which to derive the Service Asset Management Plans (SAMPs)- many services continue to go through a process of change which has meant their long-term strategy has been in development. To date this has presented challenges in

understanding the medium to long-term requirement for assets that each service has and led to a continuation of tendency to drive forward short-term reactive solutions. Action is underway to continue to work with each service to align their service strategy with the implications for asset use.

- There is a concern that the condition of assets is not fully understood, with focus primarily being on repairing, as and when assets fail. A full Asset Condition Survey has been commissioned now the new Asset Management System (Concerto) has gone live.
- Pressure on resources over past years has created a backlog of works and a cumulative dilapidation of properties. To avoid wasted spend, only properties explicitly identified for long term retention within Service Asset Management Plans are being prioritised for maintenance.
- Resources – benchmarking has proved that the staff and financial resources across the Property and Assets team are less than required to meet the aims and objectives of the strategy. Throughout the last few years this has meant that only emergencies and high-profile work can be addressed. It has been difficult to recruit to vacancies in a strong commercial market for these skills. To address this, key posts have undergone Job Evaluation resulting in some slightly more competitive salaries. Assistance is being sought from HR to improve recruiting success.
- Ensuring the new Concerto database is fully connected into the SmartCore system, to maximise functionality and to support the management of the council's asset base. The teams delivering both SmartCore and Concerto are working together to ensure that the benefits of the systems are fully achieved.
- Inflationary pressures.
- Understanding the practical and financial challenges in making the estate, both existing and future, carbon neutral.

3.0 Updating the Strategy 2022 to 2025

Since 2018 the following developments and initiatives have necessitated the review of the Asset Policy and Strategy:-

- 3.1 **Our Council Plan 2021 to 2025** –was launched and sets out a framework for the County Council to operate in a way that means we are clear on what we want to achieve and what we will do to achieve the priorities. The plan has a Key Objective to '*Make the Best Use of Resources*' and sets out that "*We will maximise the use of our assets by disposing of surplus assets and looking creatively at how we might use our assets to support economic growth. For retained assets we will reduce our overall energy consumption to meet our ambition of being a net carbon zero organisation by 2030*". There is an associated Key Performance Indicator to reduce the square meterage of operational property by 5% year on year and targets to reduce carbon emissions both of which remain drivers of the strategy.
- 3.2 **Service Asset Management Plans** - Over the last three years, more than 20 Service Asset Management Plans have been developed, based on each service's Business Plan objectives. Whilst still somewhat limited in their horizons given the 10-15 year optimum horizon for property management, and link to business plans, these plans should be seen as the start of the development of medium, and long-term plans for how services use assets. There is now a better understanding of the assets each service uses currently and what objectives

they have which require an asset solution. Services have been challenged to think strategically about use of property longer term to align with the development of their service and Our Council Plan priorities and to make use of insight data, such as demographics, to support decision making.

- 3.3 **Covid – 19 Pandemic** - Since early 2020, there has been a fundamental change to the way staff use the County Council's office accommodation, driven by the response to the Covid-19 pandemic. There is a need to design our workplaces and align our practices based on the learning and experience of the pandemic so that we can deliver our services well, adopt modern approaches to work and sustain the benefits.
- 3.4 **Vacation of a Corporate Office Hub** - In 2021, as part of our objective to make the best use of our corporate estate, the County Council took a decision to vacate Centenary House, Durrington. This building was underutilised and was in need of major refurbishment. A smaller replacement office has been leased, which will be supplemented by bringing the Littlehampton County Offices back into use. These two sites will significantly reduce the spare desk capacity, square meterage and carbon emissions. By necessity this is driving through changes in the way we work and provides an example of what can be achievable when there is a need to do so.
- 3.5 **Carbon Neutral Target** - In April 2019 the County Council pledged to make West Sussex County Council carbon-neutral by 2030. Work on understanding how this can be measured, achieved and the costs of delivering this target in the County Council's property estate are progressing.
- 3.6 **Asset Option Appraisal** - In 2021 the team developed an improved asset options appraisal process, prior to declaring property surplus and established a pilot for Community Asset Transfers, offering three properties surplus to Early Help requirements to the local communities.
- 3.7 **New Asset Database** - In 2021 a new asset database was procured to replace the Atrium system which was life expired and due to be unsupported from 2022/23. After a procurement and selection process Concerto was chosen and the first phase of delivery went live on 1st April 2022.
- 3.8 **Joint Venture (JV)** - In March 2021, following a competitive tendering process, the County Council set up a JV Partnership to maximise the return to the council by developing some of its surplus land. The partnership contract, which is for up to thirty years, is on a 50:50 joint venture basis with Lovell Partnerships Limited, a subsidiary of the Morgan Sindall Group plc. The principle of the Joint Venture is that the County Council will provide the land and our partner will provide up to the equivalent value in development costs. The net 'profit', after all costs have been deducted, is then split equally between both partners.
- 3.9 **Asset Condition Survey** - A Full Asset Condition Survey has been commissioned to capture the true condition of our properties and highlight anticipated costs for each of them to recover and maintain them in a safe and sustainable condition.

4. Proposed updates to the Policy and Strategy

- 4.1 It is proposed to combine the Asset Policy and Strategy into a single Asset Management Policy and Strategy 2022 document and update Our Mission as follows:-

Our Mission is to deliver 'Our Council Plan 2021-2025' ensuring assets are used efficiently and sustainably to provide suitable accommodation in appropriate locations to enable the County Council to deliver services, generate revenues and support communities, while contributing to the council's corporate ambition to be carbon neutral by 2030.

- 4.2 It is proposed to now focus on the following key areas for the next three years,-
1. **Agreement on assets essential to support Service Asset Management Plans and smarter working initiatives, leading to opportunities for estate rationalisation. The focus will be on the larger corporate office hubs which have the potential to deliver the greatest benefits.**
 2. **Projects to address climate change, sustainability and reduction in carbon emissions, including opportunities to maximise the value of the natural capital in the estate (natural capital is the stock of natural resources including geology, soils, air, water and living organisms such as trees and crops etc)**
 3. **Making the most of the new Asset Management Database functionality to support processes and decision making.**
- 4.3 Plans for how the County Council will deliver **Smarter Working** are outside the scope of this paper but will undoubtedly have a major impact on the Asset Strategy. Smarter Working will lead to an appraisal of the property portfolio and surplus assets will be disposed of in accordance with the established Council Strategy. It is anticipated the plans for Smarter Working will emerge during the summer of 2022.
- 4.4 It is proposed the **Strategy Objectives** for the next three years be updated as follows to reflect the new areas of focus-
1. **To plan and manage property as a corporate resource for the benefit of the people of West Sussex in line with 'Our Council Plan 2021-2025', providing the right property, fit for purpose, in the right place, to meet Service Asset Management Plans and plan for the future with a focus on delivering Smarter Working and asset rationalisation.**
 2. **To manage, maintain, acquire and dispose of surplus property effectively, efficiently and sustainably, together with optimising financial return.**
 3. **To promote joint working with partners where it will provide benefit for service delivery and in securing efficiencies.**
 4. **To ensure an options appraisal of all potentially surplus assets giving due consideration to a range of options including social, community or environmental use, particularly where this could complement the Council's ambitions relating to climate change where it is viable.**

5. To ensure both new and existing assets contribute to the corporate ambition of becoming carbon neutral by 2030.

5. Projects to address Climate Change, sustainability and reduction in carbon emissions

- 5.1 In April 2019 the County Council made a commitment that the Council would work to achieve net carbon zero status by 2030. The target is monitored in the Corporate KPIs.
- 5.2 It is recognised that the works to the estate, including the school estate, will not achieve a net carbon zero position and that off-setting will be required.
- 5.3 Initiatives to contribute to this ambition include investment to support works above and beyond normal capital maintenance to future proof our assets to meet the climate change challenges.
- 5.4 Much of the current carbon emissions from the County Council for which we have reliable data, are from the Property Estate and most of this is known to be from the schools, that subscribe to the County's energy provision Service Level Agreement. The Council does not have direct control over how schools manage their utility usage and supplies, however the Council has a role in influencing behaviour and encouraging investment in greener technologies. The majority of the initial Climate Change carbon reduction projects have been across the school estate.
- 5.5 The Capital and Asset Board took a decision in December 2021 to adopt a more holistic approach to the decarbonisation of assets, in so much as all in-flight projects (RIBA 0-3) are to have Heat Decarbonisation Plans (HDP) developed and all Feasibility Studies should include an HDP.
- 5.6 Further work is underway to start to understand the value of the natural capital of the estate and the opportunities this presents for offsetting, carbon sequestration and other emerging initiatives.
- 5.7 The County Council cannot deliver the Carbon Strategy alone and will need to work in partnership with Government and others to secure investment and funding.

Andrew Edwards
Assistant Director of Property and Assets

Contact Officer: Elaine Sanders, Head of Assets,
elaine.sanders@westsussex.gov.uk

Appendices

Appendix A - Draft Asset Management Policy and Strategy 2022

Background papers

None

DRAFT

West Sussex Asset Management Policy and Strategy

2022/23 to 2025/26

Introduction

West Sussex County Council provides services to more than 850,000 residents every day and we have pledged to adapt how we deliver our services, responding to changing demands and needs and working more effectively, in order to ensure the best outcome for our residents, businesses and communities.

Our Council Plan 2021-2025 sets out the priorities for the County Council over the next four years and the outcomes we want to achieve for people who live and work in West Sussex.

The plan focuses on four priorities, all of which are underpinned by a cross-cutting theme of tackling climate change:

1. Keeping people safe from vulnerable situations.
2. A sustainable and prosperous economy.
3. Helping people and communities to fulfil their potential.
4. Making the best use of resources

Running throughout this plan is a theme of making the best use of the resources at our disposal. When deciding how to deploy our resources, or working with partners to deliver our collective ambitions, we will use the priorities expressed in Our Council Plan to inform our decisions, using data and information that is available on our residents' needs to deliver the right things efficiently. The County Council, like our partners, is committed to achieving best value for residents. This means we continually strive to work better, be more efficient and get the best from what we have in order to manage ever increasing demand.

The 2022 updated Asset Policy and Strategy supports all parts of Our Council Plan 2021-2025, in particular the objective to *Make the Best use of our Resources*, with a target to rationalise the estate and reduce the operational square meterage by 5% year on year.

Our Council Plan sets out that we will maximise the use of our assets by looking creatively at how we might use those assets to deliver our services in the most efficient way, including supporting economic growth where possible. Any surplus assets, for which we have no further use, will be disposed of. For retained assets, our target is to reduce our overall energy consumption in order to meet our ambition of being a net carbon zero organisation by 2030.

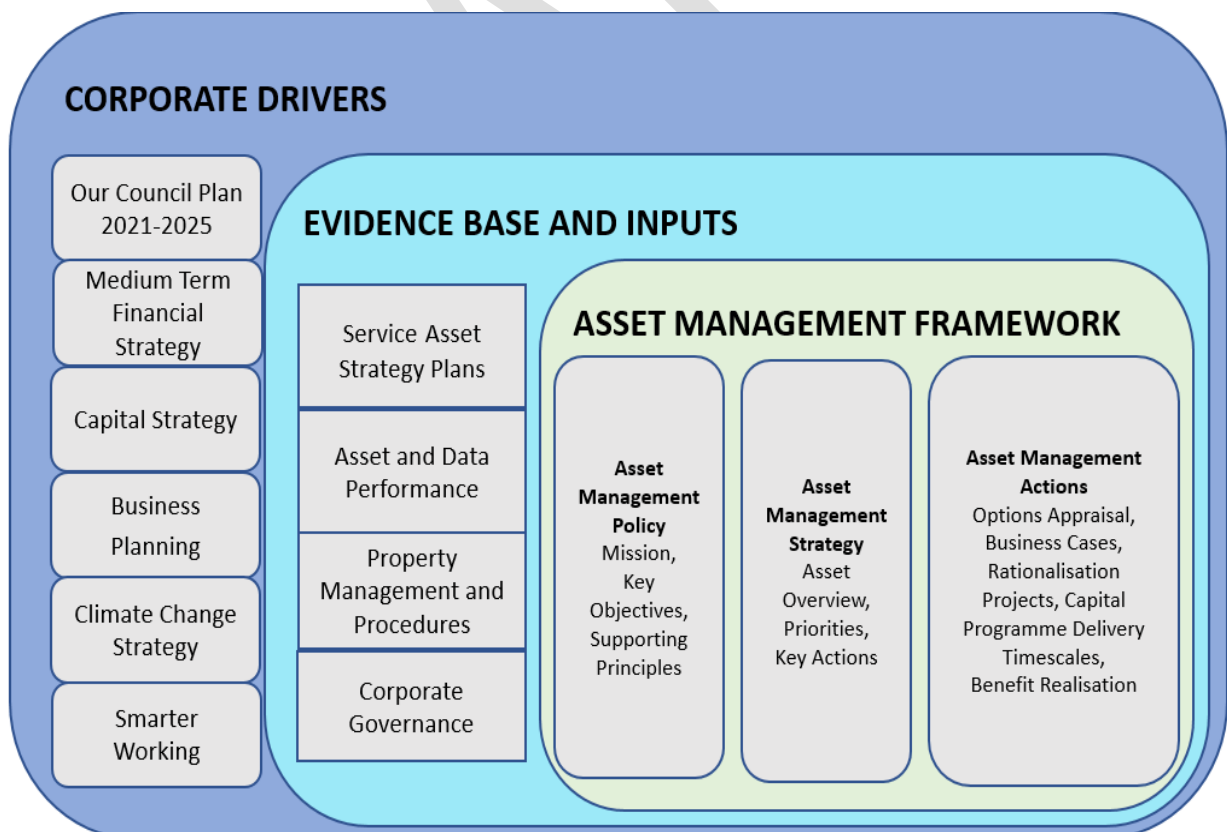
The County has over 980 assets, including 5,500 acres of land with a book value of over £1.6bn. How we invest in, deploy and manage these assets must be attuned to the Council Plan priorities and support the delivery of our services.

The County Council approved the current Asset Management Policy and Asset Management Strategy in 2018. Since this date the Property and Assets (P&A) Directorate has been working to deliver this plan. However, since the 2018 Asset Management Policy and Strategy was agreed there have been some major changes that have influenced how the County Council manages its assets; some unforeseen, like the impact of the Covid-19 pandemic and some well-known, like the urgent need to respond to climate change. This revised Policy and Strategy reflects on the achievements to date and sets out proposals for the next three years, from 2022/23 to 2025/26, and beyond.

The new Asset Management Policy and Strategy sits within the Asset Management Framework which comprises three separate elements as follows:

- An Asset Management Policy
- An Asset Management Strategy
- Asset Management Actions

The Framework exists within the context of our corporate drivers and uses other inputs and enablers to support its delivery:



Asset Management Policy

This Asset Management Policy establishes some clear objectives and principles by which we will manage our land and buildings (excluding highways). Although the Strategy covers 2022/23 – 2025/26 it will be reviewed regularly, to ensure it is still relevant to what we are trying to achieve and to allow coordination with emerging corporate initiatives.

Our Mission

Our Mission is to deliver 'Our Council Plan 2021-2025' ensuring assets are used efficiently and sustainably to provide suitable accommodation in appropriate locations to enable the County Council to deliver services, generate revenues and support communities, while contributing to the council's corporate ambition to be carbon neutral by 2030.

Our Objectives

To support the key strands of our mission we have set out five new policy objectives below. These describe the Council's commitment to property asset management and provides a commitment to achieving the benefits that can be delivered through effective use of the portfolio.

- 1. To plan and manage property as a corporate resource for the benefit of the people of West Sussex in line with 'Our Council Plan 2021-2025', providing the right property, fit for purpose, in the right place, to meet service asset management plans and plan for the future with a focus on supporting Smarter Working and delivering asset rationalisation.**
- 2. To manage, maintain, acquire and dispose of surplus property effectively, efficiently and sustainably, together with optimising financial return.**
- 3. To promote joint working with partners where it will provide benefit for service delivery and in securing efficiencies.**
- 4. To ensure an options appraisal of all potentially surplus assets giving due consideration to a range of options including social, community or environmental use, particularly where this could complement the Council's ambitions relating to climate change where it is viable.**
- 5. To ensure both new and existing assets contribute to the corporate ambition of becoming carbon neutral by 2030.**

Delivering the Objectives

To deliver these objectives there are certain principles that we need to adopt in our stewardship of our land and buildings. It is also accepted that there will be occasions where some of these principles may appear to be in conflict. The key challenge for the Council is ensuring that we maintain an appropriate balance between all these principles as decisions around land and buildings are taken.

Objective 1 - To plan and manage property as a corporate resource for the benefit of the people of West Sussex in line with 'Our Council Plan 2021-2025', providing the right property, fit for purpose, in the right place, to meet Service Asset Management Plans and plan for the future with a focus on delivering Smarter Working and asset rationalisation.

1. We have clear corporate decision making and challenge on all property matters which adheres to the Corporate Landlord protocols.
2. Property budgets are managed corporately to prioritise key investment needs.
3. We will ensure effective balance between corporate and service priorities.
4. We will work to establish and maintain a full data set for our assets across the county ensuring it is accurate, current, and comprehensive.
5. Capital Projects will be managed efficiently and effectively and prioritised to support the Council's Strategic goals.

Objective 2 - To manage, maintain, acquire and dispose of surplus property effectively, efficiently and sustainably, together with optimising financial return.

1. We will work to ensure that property is suitable and sufficient for service delivery.
2. We will work to ensure that property is flexible and is planned to respond to future need.
3. We will work to ensure that property is secure, safe to use and fulfilling statutory requirements.
4. We will work with our service areas to understand their longer-term requirements in order to plan for the future.
5. We will work with community organisations and partners to optimise the use of assets where most beneficial.
6. We will ensure property is managed with probity, using the Corporate Landlord governance protocols, and maintained within budget constraints.
7. We will challenge the use of assets where appropriate.
8. We will seek efficiencies in occupancy and utilisation and continue to promote co-location and integration.
9. We will monitor and challenge the cost of property activities to highlight opportunities for performance improvement.
10. We will seek to optimise financial return and commercial opportunities.
11. We will ensure that property is as sustainable as possible in design, construction, operation and maintenance.
12. We will reduce energy and water consumption, CO² emissions and use renewable energy where appropriate.

Objective 3 - To promote joint working with partners where it will provide benefit for service delivery and in securing efficiencies

1. We will work with other agencies and partners to seek and promote co-location and joint service delivery.
2. We will support the One Public Estate programme.
3. We will work to support the integration of health and social care.
4. We will work in partnership with our district and borough councils on 'Growth Deals' that promote priority projects to bring local improvements for services, residents, businesses, and visitors.

Objective 4 - To ensure an options appraisal of all potentially surplus assets giving due consideration to a range of options including social, community or environmental use, particularly where this could complement the Council's ambitions relating to climate change where it is viable.

1. We will carry out an options appraisal before declaring a property surplus first considering all due diligence, legal and financial constraints.
2. Local Members will be advised before a property is declared surplus.
3. All proposals need to be financially viable, sustainable and supported by a strong business case.
4. If appropriate we will follow the Community Asset Transfer process, ensuring any organisation taking over an asset has the competency, capability and capacity to do so with a financed business plan.

Objective 5 - To ensure both new and existing assets contribute to the corporate ambition of becoming carbon neutral by 2030

1. We will take the lead by making positive changes to our own assets, operations and contracts
2. We will take a holistic approach to decarbonisation of assets, all in-flight projects (RIBA 0-3) are to have Heat Decarbonisation Plans (HDP) developed and all future feasibility studies will have a HDP
3. Where possible we will look to invest additional capital, above and beyond normal capital maintenance, to future proof our assets to meet the climate change challenges.

Asset Management Strategy

This Asset Management Strategy provides an overview of our land and property estate together with our main priorities for managing and developing that estate over the next twenty years. The Strategy will be reviewed and updated periodically to ensure our estate fully supports the council's goals and contributes to the achievement of the policy objectives for property asset management.

Our Land and Buildings

The Council's property portfolio (excluding our highway network) consists of over 1,300 plots of land totalling in excess of 5,500 acres, 11,700 individual titles registered with the Land Registry and over 980 establishments included within these plots. The CIPFA book valuation of the establishments (insurance re-build value) is in the order of £1.6 billion. This demonstrates what a considerable resource our buildings and land are, and why we need to carefully manage them.

If we do not manage them appropriately there is significant potential to waste public money in keeping buildings that are not fit for use or unnecessary. Equally, each asset has a value and if they are no longer required we might be able to sell them to unlock that value and use the money elsewhere. From time to time, we may also need to invest in new assets, to ensure we provide services fit for the future and to maximise any benefits for the people of West Sussex.

Assets are fundamental to the efficient and effective operation of Council services – providing accommodation for staff, making services accessible to the local community, generating income and enabling development and service contributions by third parties. Financial and other pressures on the council's resources require all services to be flexible, innovative and entrepreneurial. Services must also continue to transform, in order to develop operating models that are both agile and able to respond to the changing context and customer's needs. Our portfolio and individual assets will also need to adapt to support the council as it moves forward. Keeping our Asset Management Strategy updated, which is informed by service planning, will help ensure that decisions are timely and plans are transparent.

There are a wide range of assets within our current portfolio. For example, there are offices, day centres, libraries, fire stations, care homes, depots, schools and assets leased to community organisations. We have a very small portfolio of residential accommodation, mainly made up of staff housing for caretakers and some historic secure tenancies. The council has a large agricultural estate and a countryside estate. The reason for holding these assets will vary and as a result we may need to measure their performance in different ways. Performance of each asset therefore must be linked to the strategic purpose for holding it.

Some of our assets deliver front line services, others are used for indirect service provision or in supporting local communities. Some assets are held in order to retain market leverage or to influence development and place making. The Council also has a significant agricultural estate as the County is rural in nature. This is typically managed for income generation and future leverage as developments on adjacent land come forward. We don't just own assets for the sake of it, they need to have a purpose and we need to be actively reviewing and challenging this purpose.

New Asset Database - In 2021 a new asset database was procured to replace the Atrium system which was life expired and due to be unsupported from 22/23. After a procurement and selection process Concerto was chosen and the first phase of delivery went live on 1st April 2022.

Joint Venture (JV) - In March 2021, following a competitive tendering process, the County Council set up a JV Partnership to maximise the return to the council by developing some of its surplus land. The partnership contract, which is for up to thirty years, is on a 50:50 joint venture basis with Lovell Partnerships Limited, a subsidiary of the Morgan Sindall Group plc. The principle of the Joint Venture is that the County Council will provide the land and our partner will provide up to the equivalent value in development costs. The net 'profit', after all costs have been deducted, is then split equally between both partners.

Asset Condition Survey - A Full Asset Condition Survey has been commissioned to capture the true condition of our properties and highlight anticipated costs for each of them to recover and maintain them in a safe and sustainable condition.

Taking into account these drivers it is proposed to now focus on the following key areas for the next four years,- 2022 to 2025.

- 1. Agreement on assets essential to support Service Asset Management Plans and smarter working initiatives, leading to opportunities for estate rationalisation. The focus will be on the larger corporate office hubs which have the potential to deliver the greatest benefits.**
- 2. Projects to address climate change, sustainability and reduction in carbon emissions, including opportunities to maximise the value of the natural capital in the estate (*natural capital is the stock of natural resources including geology, soils, air, water and living organisms such as trees and crops etc*)**
- 3. Making the most of the new Asset Management Database functionality to support processes and decision making.**

Objective 1

To plan and manage property as a corporate resource for the benefit of the people of West Sussex in line with 'Our Council Plan 2021-2025', providing the right property, fit for purpose, in the right place, to meet service asset management plans and plan for the future with a focus on delivering Smarter Working and asset rationalisation.

Priority action 1.1: Property will be managed through the Corporate Landlord approach, ensuring an effective balance is maintained between priorities, use of budgets and governance

The concept of a Corporate Landlord (CLL) approach is that the ownership of an asset and the responsibility for its management and maintenance is transferred from service areas into the corporate centre. The service area therefore becomes a corporate tenant and their priority is to plan and deliver their service to the best of their ability. The CLL function is to ensure all services are adequately accommodated and to maintain and manage the land and property assets.

The CLL responsibility extends further to the acquisition, development and disposal of land and property. The CLL is responsible for asset planning, feasibility and options appraisal, taking into account the needs of all service areas, but most importantly, making decisions based on overall corporate priorities.

Priority action 1.2: We will continue to work with our services to understand their longer term requirements

By working with services to identify their asset requirements for service delivery over the long term (up to 20 years if possible) assets held can be matched with that need in a way that is deliverable in the optimum timeframe and at an optimal cost.

This requires services to consider, not just the best current practice in their service area, but also their future practice needs as well. This will enable them to seek opportunities to improve outcomes and save money, by reducing the future demand for assets where possible. With some services this is more straightforward, such as highways depots, but with others it is complex and sensitive, such as social care. Consideration of future demographics, target operating models, gap analysis of provision, pipeline projects and opportunities and a range of options that could meet future demand will all help define future asset requirements.

We also need to keep under review the changing corporate and financial context in which we develop our asset strategy, not only on major programmes of work or initiatives where our assets may play a fundamental role, but also areas such as the One Public Estate programme.

We have developed protocols, roles and responsibilities for completing and reviewing service plans annually and developed processes for linking and representing the Asset Strategy arrangements to major programmes of work and corporate initiatives.

Priority action 1.3: Smarter Working

Plans for how the County Council will deliver Smarter Working will undoubtedly have a major impact on the Asset Policy and Strategy. Smarter Working will lead to the reorganisation of the property portfolio and any surplus assets will be disposed of in accordance with the established Council Strategy. It is anticipated the plans for Smarter Working will emerge during the summer of 2022, the outcomes of which will be incorporated into this strategy.

Objective 2

To manage, maintain, acquire and dispose of surplus property effectively, efficiently and sustainably, together with optimising financial return.

Priority action 2.1: We will ensure property is managed with probity and within budget constraints

It is vitally important that the Corporate Landlord looks after and is accountable for our assets. Our strategy is to ensure that our maintenance resources are prioritised to appropriate buildings where the money is needed most. We identify these priorities by conducting a targeted programme of condition surveys which aims to understand life cycle need over a 25 year period and by cross referencing this with the future plans for buildings within the Area Based Asset Action Plans. Decisions will be made in good time to be able to plan and combine work packages rather than simply reacting to emergencies as they crop up.

Our four key aims for robust Building Maintenance are:

1. To ensure our buildings are safe and secure;
2. To allocate funding to projects that will achieve the maximum positive impact;
3. To achieve an efficient balance between planned and reactive maintenance work;
4. To maximise efficiencies in the way we procure building maintenance work.

The strategy is to move from a strategy of 'fix on fail' to properly funded planned maintenance of the estate. This will be achieved by suspending investment for all except the most pressing reactive health and safety issues at properties that have not been identified for long term retention in Service Asset Strategies.

We will ensure early release of properties identified as no longer required by services and ensure there is a co-ordinated approach to planned revenue and capital maintenance at properties identified for rationalisation.

We will ensure all opportunities for service property change and improvement works and any planned maintenance also exploit carbon reduction opportunities.

Priority action 2.2: We will seek efficiencies in occupancy and utilisation and challenge the use of assets which may be appropriate for disposal.

Our aim is to ensure that the buildings we retain are well looked after and fully utilised so that we receive the maximum return on our investment. Co-location opportunities are promoted for this benefit and for the benefit of:

- Efficiencies from scale, reducing our costs;
- Services working together, focused around service users;
- Shared experience/knowledge and practises; and,
- Re-enforcing corporate ownership of assets.

Where co-location and rationalisation of space allows us to close a building, we must ensure that the appropriate decisions are made about that building through the options appraisal process in **Objective 4**.

Disposal plans must be implemented as soon as the decision to vacate a building is made, in order to ensure that the building is not at risk of long-term unoccupancy. If, for some reason, it is to be held vacant for either future use or disposal, the appropriate vacant property procedures must be implemented to reduce the costs and risks over the vacant period.

Priority action 2.3: We will maximise the use of the new Asset Database functionality to support processes and decision making

The first phase delivery of the Concerto database was implemented in April 2022.

The first phase included :-

- transfer of all core data over from the previous Atrium system to Concerto
- launch of a new platform for the Facilities Management Help Desk.
- Net Capacity calculations for Schools
- Decommissioning of the Atrium System

Further phases will include introduction of the case management system, and crucially integration with new corporate SmartCore system. The new system is much more user friendly and intuitive and will provide ready access to property data for many teams across the council.

Data generated by the Asset Condition Survey will be captured on Concerto and complement already known life cycle cost forecasts, in order to inform the costs of retaining particular buildings and prioritisation of properties for repairs or potential release.

Ensuring the new Concerto database is fully connected into the SmartCore system to maximise functionality and support the management of the council's asset base will be very important. The teams delivering both SmartCore and

Concerto are working together to ensure that the benefits of the systems are achieved

Objective 3

To promote joint working with partners where it will provide benefit for service delivery and in securing efficiencies.

Priority action 3.1: We will work with other agencies and partners to seek and promote co-location and joint service delivery

Initiatives such as the One Public Estate Programme and local Growth Deals seek to build trust and capacity to secure an effective and lasting partnership that delivers mutually beneficial outcomes.

We will continue to work to bring a more structured approach to the asset management function, clearly identifying lead contacts and opportunities for developing collaborative programmes.

We will promote and facilitate the co-location of services and partners during appropriate asset planning activities, principally as part of future modelling of services. We will work in partnership with district and borough councils on Growth Deals, aligned to this strategy, to identify priority projects to bring local improvements for residents, businesses and visitors that:

- are delivered as part of a partnership approach between the public and private sector;
- promote local economic growth, including new homes and new jobs;
- attract and bring together investment;
- provide a clear set of formal working principles for how we will work together.

Objective 4

To ensure an options appraisal of all potentially surplus assets giving due consideration to a range of options including social, community or environmental use, particularly where this could complement the Council's ambitions relating to climate change where it is viable.

Priority Action 4.1: We will adopt a new updated options appraisal process.

The process of options appraisal has been reviewed. Following due diligence on the legal and financial constraints of each property or piece of land, where appropriate a range of options will be considered. Options could include identifying an alternative service use, disposal, letting out, environmental use, social or community use.

The outcome of the option appraisal will be signed off by the Assistant Director of Property and Assets and a timescale for implementation agreed. In order to ensure that the Local Member has prior notice of a property being declared

surplus to requirements, by way of a Key Decision, they will be advised of that impending decision before it is taken. The Local Member will be further advised before a property is disposed of where this requires a Key Decision. The benefits of the option will be measured and accounted for.

Objective 5

To ensure both new and existing assets contribute to the corporate ambition of becoming carbon neutral by 2030

In April 2019 the County Council made a commitment that the Council would work to achieve net carbon zero status by 2030. The target is monitored in the Corporate KPIs.

It is recognised that the estate, including the school estate, will need extensive work involving a large capital resource to achieve a net carbon zero position by 2030. It is therefore likely that carbon off-setting will be required.

Priority action 5.1: We will invest in initiatives to contribute to a reduction in emissions.

Initiatives to contribute to this ambition include investing in works above and beyond normal capital maintenance to future proof our assets to meet the climate change challenges.

We will also investigate opportunities for carbon offsetting within the County Council estate, including carbon sequestration projects and nature recovery to maximise the value of natural capital.

Priority action 5.2: We will adopt a holistic approach to the decarbonisation of assets

The Capital and Asset Board took a decision in December 2021 to adopt a more holistic approach to the decarbonisation of assets, in so much as all in-flight projects (RIBA 0-3) are to have Heat Decarbonisation Plans (HDP) developed and all Feasibility Studies should include an HDP.

Priority action 5.3: We will use our influence to encourage reduction in carbon emissions on assets owned by the Council but not in our direct control.

Most of the current carbon emissions from the County Council for which we have reliable data, are from the Property Estate and most of this is known to be from the schools that subscribe to the County Council's energy provision Service level agreement (SLA). The Council does not have direct control over how schools manage their utility costs, however the Council has a role in influencing behaviour and encouraging investment in greener technologies. The majority of the initial Climate Change carbon reduction projects have been across the school estate.

Our Delivery

To deliver our key objectives and our asset priorities we need to be certain of the resources that can be deployed and of the governance in which our programmes will operate.

Due to many services going through change, there are a lack of consistent overarching strategies for each service from which to derive the Service Asset Management Plans. This has presented challenges in understanding the medium to long-term requirement for assets that each service require and has led to a tendency to drive forward short-term reactive solutions. Action is underway to continue to work with each service to align the service strategy on a longer-term basis, in order to understand their future requirements, which will obviously have implications for asset use going forward.

There is a concern that the full condition of assets is not known, with focus primarily being on repairing, as and when assets fail. A full Asset Condition Survey has been commissioned now the new Asset management System (Concerto) has gone live.

Resources

There will be consequential revenue savings through the rationalisation of assets once services vacate and deliver up vacant possession. Savings or cost avoidance can be achieved in rent payments, business rates, utilities and day to day running costs.

There will be opportunities for consequential capital receipts through the rationalisation of assets.

The Capital Programme will support delivery of the Asset Strategy. Capital requirements to adapt properties to reduce carbon emissions will be required and individual business cases will be brought forward as necessary. The Business Case template has been updated to support this and a Heat Decarbonisation Plan for the existing building will be undertaken at Feasibility Stage. This will give a clear breakdown of the works required – and the cost - to reduce carbon emissions and improve energy efficiency

Carbon reduction technologies invariably have higher through life operating costs although some of these costs should be offset by reduced energy bills.

Access to Property Running Costs - With the migration of finance data to Oracle SmartCore it is vital that running costs can be widely accessed and reported on against assets in order to make effective strategic decisions and improvements in line with the latest legal legislation, e.g. Building Safety Bill

Pressure on resources over past years has created a backlog of works and a cumulative dilapidation of properties. As the estate is rationalised and properties are released by services for disposal, it is hoped to re-invest and move to more planned, rather than reactive maintenance. To avoid wasted

investment, only properties explicitly identified for long term retention within Service Asset Strategies are being prioritised for maintenance.

Governance

Since 2018 the asset management strategy and the capital investment programme have been overseen by robust governance arrangements.

The Capital Assets Board is established with membership including the Cabinet Portfolio Holder for Finance and Property, Director of Place, Assistant Director of Property and Assets, Director of Finance and Support Services and Chaired by the Director of Law and Assurance.

The capital programme each year is informed by initial or strategic-level business cases showing the purpose of a scheme and its value. This enables officers to develop detailed business cases and seek member approval for projects. Approval is sought for changes needed in response to developments, either service-related or due to external factors, and to deal with month-by-month financial adjustments – costs increasing or decreasing, other funding sources becoming available or changes to the scope or timeframe of a scheme.

Co-ordination and decision making relating to asset management is made at the right level and stakeholders across the authority understand their own roles within the overall structure. There is greater consistency in the way asset decisions are made and recognition of corporate control of assets. Fundamental to this are the Corporate Landlord Operations Group (CLOG) and the Capital Assets Board (CAB) and their roles are key to strategic coordination in order to demonstrate that property is a corporate resource. The Asset Policy and Strategy is overseen by the Cabinet Member for Finance and Property.

The Capital Programme is monitored as part of the Performance and Resources Report developed to support and monitor delivery of Our Council Plan. Oversight of performance management is part of the core business of the Executive Leadership Team and the Cabinet and quarterly reports are presented to the Cabinet and to scrutiny committees.

Report to Performance and Finance Scrutiny Committee

17 June 2022

Update on Early Help Asset Plan

Report by Assistant Director of Property and Assets

Summary

The decision around the future of the Early Help service was taken in July 2021 [CAB02 21/22](#). Amongst other matters the decision approved that 41 Children and Family Centres and Youth/Find It Out Centres were surplus to service requirements. These centres were vacated and handed back to the Property and Assets team between September and December 2021.

The Assets team have worked on the options appraisal for each of the affected assets to determine the most appropriate way forward and the Early Help Asset plan is now at the final stages of implementation.

This report updates the Scrutiny Committee on progress with delivery of the plan.

Focus for Scrutiny

The committee should consider the detail included in this report and make any comments to the Cabinet Member and Assistant Director of Property and Assets.

Key lines of enquiry include:-

- That plans are in place, or being developed, for each of the vacated buildings,
 - That consideration has been given to how vacated premises could be used by the community in future, subject to any usage restrictions, financial considerations or other constraints,
 - That the Property Team are sufficiently resourced to manage the level and complexity of the changes required to council building assets,
 - That local members are consulted and informed of proposals in a timely manner.
-

1.0 Background and context

- 1.1 The Assets team have been working on the Early Help Asset plan since the consultation on the future of Early Help went live in March 2021. During the consultation a number of parties registered their interest in the properties and these parties have been kept up to date as implementation of the plan has progressed.
- 1.2 Once the formal decision to redesign the service and declare the affected assets surplus to requirements was taken in July 2021, the asset team carried out an appraisal of all the options for the properties affected by the decision. All legal and financial restrictions on the use of each property was firstly considered.

- 1.3 Due consideration was given to a range of options including social, community and environmental use. The priority was to establish if there were any alternative West Sussex County Council services which could use the property. Options were considered in the context of the objective to rationalise the estate in line with 'Our Council Plan 2021 to 2025' to *Make best use of resources* and the associated Key Performance Indicator 49, to reduce the square meterage of the Council's estate.

2 Update on Progress

- 2.1 The Early Help Asset Plan is now in the final stages of delivery.
- 2.2 The options explored during the appraisal process included handing back leased property and disposing of freehold property. Income generating opportunities were also considered, including leasing out the properties. Generally, a solution for the whole of each property has been required as we no longer have the staffing resources in place to let out to casual hirers, part time users or run the properties on a community centre model.
- 2.3 During the consultation period, Public Health identified nine locations needed to continue to provide the Healthy Child Programme, commissioned from Sussex Community NHS Foundation Trust (SCFT). Seven centres were reserved for that purpose, with access for partial occupation to be negotiated at a further two.
- 2.4 Based on interest received during the consultation period, it was also considered if a Community Asset Transfer¹ lease was appropriate and viable.
- 2.5 The potential alternative use of each Children and Family Centre was largely constrained by the requirement to continue to use the properties in a way that complied with the Sure Start Grant used to construct or refurbish the buildings. This means that the centres must continue to be used predominantly for the delivery of services to Early Years age children (defined as under 5 years old). This requirement ruled out a large number of proposals from interested parties.
- 2.6 The total Sure Start Fund invested in the County Council assets, according to information from the Department for Education (DfE), is £18.4m. If a Local Authority proposes to change the use of the centres benefiting from the grant, the DfE can request a clawback of the grant. The DfE do accept applications from Local Authorities to defer the clawback of the Sure Start Grant where the Local Authority can demonstrate they intend to use the property for alternative uses which are still compliant with the grant terms. In some cases, where the grant was for minor refurbishment or equipment, the DfE can agree to waive the clawback completely. The Sure Start grant applies for 25 years from the date of the registration of the Children and Family Centre. In most cases the centres opened between 2008 and 2010, so we are about half-way through the period where the grant conditions still apply to the properties.
- 2.7 The team have been negotiating with the DfE to mitigate the risk of Sure Start clawback on each of the Children and Family Centres. Progress has been good and most of the grant has been deferred as we have been successful in reassuring the DfE that the intended use is for an alternative Sure Start compliant purpose. In a few cases the grant has been waived allowing us to

¹ Community Asset Transfer is an established mechanism used to enable the community ownership and / or management of publicly owned land and buildings. More information is available on WSCC website. [Linked here](#)

hand-back leases and dispose of a small number of centres to produce a capital receipt to reinvest in council services. There is still risk that in possibly two cases the grant may need to be refunded to the Department for Education, where agreement cannot be reached on a future for the property that is compliant with the terms of the Sure Start funding.

- 2.8 Local Members were kept informed about the proposals for centres in their Division as the appraisal process progressed. Representations received were carefully considered and responded to. The outcome of the options appraisals were broadly supported and the context and constraints on the options available generally understood. Local Members have continued to be kept up to date as the plans have progressed and their input has been helpful and valued.
- 2.9 The Committee has previously raised concerns about the capacity of the Assets team to handle this work. Additional funding was provided to support the work of the Assets team; this included a project manager, and an estate surveyor. Recruitment was difficult, as the latter is a recognised hard to fill post. A project manager has been in post since November 2021. However, two part time estate surveyors have only been in post for some of this time.
- 2.10 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.
- 2.11 Additional support was provided by the Communities Team to help community groups and organisations displaced by the closures of the centres. They have helped sign post groups to alternative community locations and also helped support the process of selection of a preferred bidder for the three properties identified for Community Asset Transfer.
- 2.12 Completing the plan will take time as each property has its own individual circumstances, some of which are complex. In some cases, we need to wait for expiry of notice periods, finalise detailed lease hand-back and dilapidations negotiations, market opportunities and reach agreement on terms. In other cases, works will be required to properties to make them fit for the intended purpose. The team are anticipating some properties will remain vacant for some months whilst the plan is delivered.
- 2.13 The current position for each of the Assets is summarised below

Outcome	Property <i>CFC (Children and Family Centre)</i>
Disposal - producing a capital receipt to re-invest in council services - 3 properties	Footprints Crescent Road CFC Worthing (sold March 22) Little Footsteps CFC, Storrington (on market) Roffey CFC, Horsham (on market)

Agenda Item 9

<p>Handback Lease to Freeholder or Superior Landlord - 5 properties</p>	<p>Sussex Downs CFC, Hurstpierpoint (Handed back Dec 21) Worthing Find It Out Centre (Handed back 21) Horsham Youth Centre, Hurst Road (Handed back April 22) Maybridge CFC Goring (Handed back -notice to expire Oct 22) Pulborough CFC (Handed back - notice to expire Sep 22)</p>
<p>Lease out to Third Party (subject to contract) <i>In the case of former CFC's this is for Sure Start Compliant purposes only</i> 9 properties</p>	<p>Southwater CFC, Horsham (under offer) The Gattons CFC, Burgess Hill (under offer) Villages CFC, Yapton (under offer) Southbourne CFC (under offer) Selsey CFC, Chichester (on market) Thomas Bennett Youth Wing (temporary let) Billingshurst CFC (due diligence) (<i>with part to be made available for Healthy Child Programme delivery</i>) Southgate CFC, Crawley (due diligence) Petworth CFC (due diligence)</p>
<p>Identified for use or part use by Sussex Community NHS Foundation Trust for Healthy Child Programme delivery – in some cases subject to finalising agreements with superior landlords 7 properties</p>	<p>Pound Hill CFC, Crawley (lease in place) Blackwells CFC, East Grinstead (tenancy in place) Felpham CFC, Bognor Regis (negotiations underway) Boundstone CFC at Nursery (subject to contract) Stepping Stones CFC, Southwick (subject to contract) Langley Green CFC, Crawley (subject to contract) Broadwater CFC at the Wave, Worthing (due diligence)</p>
<p>Returned to Former Use 4 properties</p>	<p>Angmering CFC at the Library (part used by Midwifery Service) Findon Vale CFC at the Library East Grinstead CFC at the Library Crawley Find It Out Centre at Centenary House Crawley</p>
<p>Early Years / Nursery provision 2 properties</p>	<p>Bognor CFC at the Nursery Horsham CFC at the Nursery</p>

<p>Identified for Community Asset Transfer</p> <p>3 properties</p>	<p>The Phoenix Centre, Bognor Regis</p> <p>The Bognor Find It Out Centre, Bognor Regis</p> <p>The Park Centre, Burgess Hill</p>
<p>Identified for alternative WSCC Service Use or Education Use</p> <p>8 properties</p>	<p>East Preston CFC</p> <p>Northgate CFC, Crawley</p> <p>Maidenbower CFC, Crawley</p> <p>Sidney West CFC offices, Burgess Hill (<i>with Hall subject to direct hiring arrangement for Healthy Child Programme delivery</i>)</p> <p>West Green Youth Centre, Crawley</p> <p>Langley Green Youth Centre, Crawley</p> <p>Adur Find It Out, Lancing</p> <p>Glyn Owen Centre, Worthing</p>

Andrew Edwards

Assistant Director of Property and Assets

Contact Officer: Elaine Sanders, Head of Assets, elaine.sanders@westsussex.gov.uk

Background papers - none

This page is intentionally left blank

Report to Performance and Finance Scrutiny Committee

17 June 2022

Scrutiny Annual Report and Executive-Scrutiny Protocol

Report by the Director of Law and Assurance

Summary

The Committee contributes to the Annual Scrutiny Report and endorses it for publication, the aim being to promote effective scrutiny and identify areas of best practice or areas for development. The Annual Report for 2021/22 is Appendix 1. The Committee is also asked to help complete a new Executive-Scrutiny Protocol. Governance Committee agreed in May 2022 that this would provide a useful additional tool to enhance scrutiny. A cross-party member workshop assisted the development of a draft, attached at Appendix 2. The workshop highlighted wider issues of practice included here for consideration as part of the annual review.

Focus for scrutiny

To consider the Scrutiny Annual Report for 2021/22 (Appendix 1) and ask:

- 1) Does it provide an accurate account of the effectiveness of the Council's scrutiny function during the past year against the aims of:
 - Influencing policy ideas or proposals before they are developed.
 - Spending time on matters critical to service outcomes for residents.
 - Providing meaningful challenge to the performance management of services.
 - Showing the difference scrutiny makes to service outcomes for residents.
- 2) Does it sufficiently identify best practice or lessons learned to be shared between scrutiny committees and areas for improvement or development
- 3) Does it identify measures to help raise the profile of scrutiny and how should the report be presented to the next meeting of the County Council?

To consider the draft Executive-Scrutiny Protocol (Appendix 2) and ask:

- 4) Are there any points or issues that should be amended or added?
- 5) Are the arrangements for member engagement in its development reasonable?
- 6) Are there issues to raise at the meeting of Cabinet and scrutiny chairmen?

The Chairman will summarise the output of the debate.

1. Background and context

- 1.1 The Annual Report for 2021/22 (Appendix 1) provides an overview of scrutiny business, identifies best practice and highlights areas for development for 2022/23.

- 1.2 All scrutiny members contributed to the annual review of scrutiny through the end of year feedback, with each committee holding an informal session for member comments. The all-member session on scrutiny work programme planning held in March 2022 also provided an opportunity to see how well scrutiny is working and identify areas for development.
- 1.3 In May 2022 Governance Committee agreed that an Executive-Scrutiny Protocol should be developed, in line with statutory [national guidance](#) on scrutiny. This will complement the new [Code of Governance](#) agreed in February 2022 and responds to issues raised by Governance Committee when agreeing the Code, including the need to clearly set out the aims and expectations of scrutiny committees and their relationship with the executive, and to explain the process for ensuring timely scrutiny input into policy and decision-making. The aims of the Protocol are to:
- Set out good scrutiny practice for achieving real impact
 - Describe the roles and responsibilities of Scrutiny and the Executive
 - Enable open, trusting relations between the Executive and Scrutiny
 - Support focused, transparent and timely scrutiny of council business
 - Facilitate effective scrutiny work planning and objective setting
 - Enable Scrutiny to influence Council business in a meaningful way
- 1.4 A cross-party member workshop in May 2022 began the work on this protocol, which is due to be approved by the Governance Committee in September 2022. The member workshop also identified issues relating to general scrutiny practice, which the Committee is invited to consider as part of its annual review of scrutiny (and as set out in the table at para 2.6).

2 Details: Annual Review of Scrutiny

- 2.1 The Committee is asked to assess Scrutiny activity during 2021/22, with reference to the following indicators of effective scrutiny (agreed by Governance Committee and the County Council in 2019):
- Influence policy ideas or proposals before they are developed
 - Spend time on matters critical to service outcomes for residents
 - Provide meaningful challenge to the performance of services
 - Show the difference scrutiny makes to service outcomes for residents
- 2.2 The Scrutiny Annual Report at Appendix 1 provides an overview of scrutiny activity during 2021/22 and identifies areas that members felt had worked well as well as those needing improvement, as summarised below.
- 2.3 **Worked well:**
- Committees are building good relationships and developing ways of working together
 - The flexibility of being able to meet in person as well as virtually
 - Different ways of working, such as briefings/information sessions to increase understanding and the use of pre-meetings to help prepare for meetings.
 - The range of issues covered in work programme planning and Cabinet Member engagement in this.

- Task and finish groups (TFGs) enabling flexibility and the ability to deep dive into issues.
- More robust performance, budget and risk monitoring.

2.4 Areas for improvement:

- A clear 'Focus for Scrutiny' in reports to help steer questioning in meetings.
- A better balance between proactive and reactive scrutiny, with more and earlier involvement in policy development.
- Ensuring timely scrutiny input into the decision-making process and time for proper consideration of scrutiny recommendations.
- Use of external witnesses/external subject matter experts to hear a range of views.
- More visits to be programmed relating to the services being scrutinised and more informal information/briefing sessions to help members build their knowledge.

2.5 A scrutiny development action plan is in place which is monitored and overseen by scrutiny committee chairmen, and the Annual Report lists specific actions undertaken during the past year as part of this. Actions for the future are also set out, including:

- The development of an Executive-Scrutiny Protocol.
- A review of the Fire and Rescue Service Scrutiny Committee.
- Continuing to strengthen scrutiny input into monitoring performance against the Council's priorities.
- All scrutiny committees to ensure they are considering the impact of Climate Change in all matters.
- To better evidence the impact of scrutiny (including a system for tracking and monitoring scrutiny recommendations and a review of the scrutiny business planning checklist)
- Sharing scrutiny best practice by liaison with Surrey County Council.
- Opportunities to raise the profile of scrutiny.

2.6 General comments on scrutiny practice were also raised at the cross-party member workshop held in May 2022. These are summarised in the table below for consideration as part the Committee's annual review of Scrutiny. Proposals for next steps to take them forward are included for comment.

Issue raised at member workshop	Next steps
a) Relationships have suffered due to the pandemic. More informal opportunities for interaction between members need to be encouraged, including between Cabinet and scrutiny members.	Part of the ongoing Scrutiny Development Action Plan
b) All committee members and cabinet should ensure scrutiny is not a 'tick box' exercise.	Covered in the proposed Executive-Scrutiny Protocol.

Issue raised at member workshop	Next steps
c) All scrutiny committees are different and have different ways of working to meet their objectives.	Reference for ongoing assessment for effective scrutiny and for monitoring as part of annual Scrutiny Review.
d) A lack of member input into policy development (not just scrutiny). Members should be part of the early consultation by services when developing policy/decision proposals – to use their experience and knowledge and to enable them to represent residents’ views. This could also enhance scrutiny.	To be forwarded to the Member Development Group and Cabinet for consideration and response.
e) There is a need for more background information to assist scrutiny of issues.	Democratic Services is developing a checklist of background information and supporting policy documents (with links) for new members of committees and to be available to all members via the Mine (members’ intranet).
f) The ‘Focus for Scrutiny’ should help members questioning by identifying what’s going well or less well and what the main challenges are.	Identified as an area for development in 2022/23 for business planning.
g) TFG output should not be duplicated by scrutiny committees. Should TFG recommendations carry more weight as they are likely to be more fully informed?	All TFG terms of reference should be agreed by the relevant committee and published. The internal guidance on scrutiny TFGs could be reviewed by business planning groups to ensure it continues to reflect best practice and is applied consistently.
h) Hold more scrutiny committee meetings in venues other than the Council Chamber which doesn’t lend itself to a consensual approach.	The Council Chamber is the only venue where meetings can be both hybrid and webcast. The technology to enable this in other rooms is being explored. If some meetings could be held fully in-person (no remote attendance), these could be webcast from one of the Committee Rooms at County Hall.
i) Absence of minority party chairmen or vice chairmen of scrutiny committees.	This is a matter for Governance Committee and County Council, as change would require changes to the Council’s Constitution.
j) One suggestion was that members should declare whether they are subject to their party group whip in relation to anything on the agenda.	Whipping in political groups is not recognised in County Council governance. Recording of voting subject to a group whip would require the political groups to adopt a whipping policy and for this to be incorporated

Issue raised at member workshop	Next steps
	within the Constitution. This is for group leaders to consider.

3 Details: Executive-Scrutiny Protocol

- 3.1 Statutory [national guidance](#) on scrutiny was issued by the Government in 2019. It recommends that councils consider developing an Executive-Scrutiny Protocol. It can help the practical arrangements between scrutiny and the executive, define the relationship between them and provide a framework for challenge and debate. The national guidance was reviewed by Governance Committee in June 2019 and as part of a review of scrutiny later that year, but the development of an Executive-Scrutiny Protocol was not considered to be a priority. However, Governance Committee agreed in May 2022 that this would now form a useful tool to enhance the effectiveness and understanding of the Council's scrutiny process.
- 3.2 The national guidance recognises that local authorities are best placed to determine the scrutiny arrangements that best suit their needs. It therefore gives a great degree of flexibility to decide the arrangements that work for them, and although it sets out suggestions for the purpose of and process for the development of an Executive-Scrutiny Protocol, it is for the Council to determine what will work best for the County Council. Although it has suggestions for the purpose of and process for developing a protocol, it is for the Council to determine what will work best.
- 3.3 The Centre for Governance and Scrutiny (CfGS) [Good Scrutiny Guidance](#) includes some common themes and principles for developing a Protocol:
- A collective understanding of scrutiny's role within the council
 - Regular dialogue between scrutiny and the executive to ensure a clear sense of each other's work and priorities
 - Plans in place, owned jointly by scrutiny and the executive, to continuously improve scrutiny
 - An understanding that scrutiny is in charge of its own work programme
 - An understanding that scrutiny is political, driven by politicians whose political insights are fundamental to scrutiny's work, but is not a place for political point scoring
 - A focus on impact, recognising that impact can only come about with the active support of the executive.
 - A positive political and organisational culture will help resolve any challenges and tensions about scrutiny and its work.
- 3.4 A protocol was drafted based on the aims set out at para 1.3 and with reference to the national guidance, examples of such protocols in other councils and the CfGS guidance. This draft protocol sets out some of the practical expectations of Scrutiny as well as principles for ways of working, including:
- Communication, engagement and information sharing
 - Scrutiny work programme planning

- The role of scrutiny chairmen and task and finish groups
- Carrying out key decision preview, policy development and performance monitoring
- How scrutiny meetings and recommendations are managed

3.5 The protocol is not intended to replace the rules and procedures for scrutiny in the Constitution or the guidance provided to members in the Council's Scrutiny Guide. It should not seek to cover or duplicate these.

3.6 Following input from a cross-party member workshop in May, the draft protocol was revised to reflect members' comments (at Appendix 2). The Committee is asked to review this draft and identify any points or issues. Members may also wish to comment on the member engagement process (as set out at para 4).

3.7 The protocol is due to be considered by Governance in September 2022, but it will be important for it to be reviewed on a regular basis to assess its impact. It is proposed that the protocol will be monitored by scrutiny chairmen and the Cabinet so that issues can be highlighted and acted upon, but with a full review to be carried out by Governance Committee after one year. This will be informed by input from PFSC as part of its annual review of scrutiny.

4 Other options considered (and reasons for not proposing)

4.1 The development of an Executive-Scrutiny Protocol is not a statutory requirement and is not essential to the operation of the scrutiny function, but the adoption of a protocol should enhance scrutiny arrangements and member working.

5 Consultation, engagement and advice

5.1 County councillors have input into the Scrutiny Annual Report as follows:

- End of year reviews by each scrutiny committee (March/April 2022)
- All-member scrutiny work programme planning session (March 2022)

5.2 Engagement in the development of the protocol is as follows:

- A cross-party member workshop of 15 councillors (May 2022)
- A link to this report sent to all councillors to feed comments through the Chairman or other committee members.
- A workshop of Cabinet Members and Scrutiny Chairmen in July.
- Draft to be shared with group leaders and all members for input and comment prior to consideration by the Governance Committee in September 2022.

6 Finance

6.1 There are no financial implications directly arising from this report.

7 Risk implications and mitigations

Risk	Mitigation
Ineffective Scrutiny processes fail to provide check and balance to executive	An annual review of Scrutiny allows members to identify areas for improvement to ensure effective scrutiny
Lack of defined relationships or mechanisms for engagement or for dealing with differences leads to ineffective scrutiny of executive authority	The protocol will provide a framework for interaction which sets out principles for ways of working and will be monitored and reviewed

8 Policy alignment and compliance

- 8.1 Effective scrutiny plays a part in ensuring the Council meets the priorities set out in [Our Council Plan](#) through its role in monitoring performance. There are no social value, equalities, public health, crime and disorder, human rights, Climate Change or legal implications arising from this report, save the need to ensure that scrutiny arrangements are in line with statutory requirements.

Tony Kershaw

Director of Law and Assurance

Contact Officer: Helen Kenny, Head of Democratic Services, Tel: 033 022 22532, email: helen.kenny@westsussex.gov.uk

Appendices

Appendix 1 Scrutiny Annual Report 2021/22

Appendix 2 Draft Executive-Scrutiny Protocol

Background Papers

None

This page is intentionally left blank

Annual Scrutiny Report 2021/22

An overview of scrutiny activity at West Sussex County Council in 2021/22

This was an election year for the County Council with 33 new councillors elected and 30 of these appointed to a scrutiny committee. A full programme of member training and induction for all scrutiny committee members ended with a work programme planning session in March 2022 focused on priorities for scrutiny for the year ahead. Learning from virtual working during the pandemic led to new approaches including hybrid meetings, virtual briefings and engagement with stakeholders and witnesses. Most committee meetings are held in person, but with the flexibility to work virtually, particularly for informal meetings. Scrutiny committees appointed their own chairs and vice chairs in the summer of 2021.

Scrutiny at West Sussex County Council

Information on [Scrutiny at the Council](#) is on the Council's website. For details of each committee, including membership, areas of responsibility, meeting dates, agendas, and minutes, use the links below:

- Children and Young People's Services Scrutiny Committee ([CYPSSC](#))
- Environment and Communities Scrutiny Committee ([ECSSC](#))
- Fire and Rescue Service Scrutiny Committee ([FRSSC](#))
- Health and Adult Social Care Scrutiny Committee ([HASC](#))
- Performance and Finance Scrutiny Committee ([PFSC](#))

The Scrutiny Year at a glance

28 committee meetings held	7 key decisions previewed	hybrid technology enabled virtual participation	Witnesses from a range of partners and interests
3 task and finish groups for in-depth scrutiny	The voice of young people from the West Sussex Youth Cabinet	38% of business on policy development	All committee meetings webcast with 4,186 views

Scrutiny Impact

Effective overview and scrutiny should:

- ✓ Influence policy ideas or proposals before they are developed
- ✓ Spend time on matters critical to service outcomes for residents
- ✓ Provide meaningful challenge to the performance of services
- ✓ Show the difference scrutiny makes to service outcomes for residents

a) The value of scrutiny to the Council's business and its role in the County

Listen and engage: External witness input into scrutiny was provided by NHS Trusts, the Office of the Sussex Police and Crime Commissioner, a local charity for victims of sexual violence, Carers' Support West Sussex, Gatwick Diamond, the South East Climate Alliance and Sussex Wildlife Trust. CYPSSC Committee members carried out independent engagement with

local school governors and parents for feedback on children’s progress at school. Healthwatch West Sussex, the health and social care champion, as well as having a seat on HASC, has provided reports on specific issues under scrutiny to ensure the patient voice is represented.

Working well in partnership: Hybrid working enabled partners such as the NHS to attend committee meetings virtually. The West Sussex Youth Cabinet continues to have a standing invitation to attend and speak at CYPSSC meetings and Healthwatch represented the voice of health and social care users at HASC on important items such as dentistry.

Learning and good practice: A scrutiny induction programme included input from the Centre for Governance and Scrutiny and Southeast Employers. HASC members used RNIB to better understand the needs of people with a visual impairment. Pre-meetings have been used to inform scrutiny work and programme planning and have helped members with the focus for scrutiny and key lines of enquiry.

More informal briefings/information sessions have been held to clarify issues and raise awareness, allowing more time for effective scrutiny in the formal meetings. Briefings were arranged for PFSC members on the Council’s property joint venture, the Medium-Term Financial Strategy and the Capital Programme (the latter open to all councillors). HASC received an NHS briefing on Stroke Services and future plans. Members of FRSSC visited the Joint Control Centre to inform its performance monitoring of the service.

Scrutiny Chairmen meet regularly to share learning and best practice and meet quarterly with the Cabinet. Cabinet Members are invited to attend committee business planning processes to help identify where scrutiny can add value.

Influence and impact: Scrutiny committees have sought a work programme balanced between strategic proposals (key decision preview), performance monitoring and policy development. During 2021/22, seven key decisions were previewed compared with 21 in 2020/21. A new style quarterly performance and finance report was introduced with each committee carrying out quarterly performance monitoring in public whereas only PFSC used to do this routinely. Feedback from scrutiny on performance monitoring is reported direct to the Cabinet. Data on scrutiny input into policy development was not previously gathered, but it formed 38% of main agenda items at scrutiny committees during 2021/22.



A hybrid scrutiny committee meeting in action

b) The value of scrutiny to service priorities – the focus of scrutiny

Children and Young People’s Services Scrutiny Committee (CYPSSC)

- The Committee continued to hold the Executive to account through assessing the progress of the **Children First Improvement Programme**. CYPSSC identified priorities within the Programme to focus on for meaningful challenge, including a review of Phase 1 and Phase 2 of the **Fostering Service redesign** where the Committee highlighted its views on diversity in recruitment and how councillors could support the promotion of foster recruitment. It also assessed the activity and improvements in services for children we care for ahead of an Ofsted monitoring visit and welcomed progress particularly in achieving outstanding Ofsted ratings at three residential homes.
- In July 2021 an additional meeting was held on the redesign of the **Early Help Services** and the input from public consultation, following on from previous input the Committee had in early 2021 to inform the aims and principles of the redesign. Members focused on what the proposals were seeking to achieve in the context of the Council’s priorities and how they would deliver improved outcomes for vulnerable children and families. Its recommendations to the Cabinet included ensuring sufficient resources to work with schools, partners and early years settings to identify and address the needs of children and families at an early stage and constant monitoring of the impact of the new service design to address any unintended consequences early. The Committee will scrutinise the impact of the new model after 12 months.
- In January 2022 the Committee reviewed the **attainment and achievement of children and young people across West Sussex**, the approach to addressing the attainment gap and the plans and actions in place to improve outcomes. The Committee heard evidence from Durrington Research School and its work with schools to improve outcomes for disadvantaged children. Members identified school readiness and mental health support as key areas that impact the attainment of young people and recommended that these be focused on in the development of the Council’s new Education and Skills Strategy, to be developed in 2022. This will be subject to scrutiny by the Committee during 2022-23.
- Through the year, the Committee raised concerns about the impact of the pandemic on **Children and Young People’s Mental Health and Emotional Wellbeing**. A briefing on the work of the NHS, Public Health and the Children and Young People and Learning was provided to CYPSSC and HASC members. As the NHS is responsible for Child and Adolescent Mental Health Services (CAMHS), a further briefing will be sought to enable CYPSSC and HASC to identify how and when scrutiny could add value to this vital area of responsibility.

Fire and Rescue Service Scrutiny Committee (FRSSC)

- A key area of focus for the Committee has been the Fire & Rescue Service (FRS) **Improvement Journey**, including measures to reduce risk, protect the public and promote the right values to encourage fairness and diversity, seeking assurance that improvements are on track. Members welcomed the improved financial data and how well the Service has addressed the need to support staff and increase the diversity of the workforce.
- The Committee has continued to review performance through the new **Performance and Assurance Framework**, enabling timely and constructive input and focusing on areas of concern. The Committee has been able to identify issues for further scrutiny, including the recruitment of retained firefighters (for a TFG during 2022/23).

- The Committee was able to influence the development of the **Community Risk Management Plan** at an early stage, making suggestions on the direction of travel such as the impact of retained firefighters in rural areas.

Health and Adult Social Care Scrutiny Committee (HASC)

- The Committee scrutinised **post Covid-19 recovery planning by the NHS**, with an update from the NHS West Sussex Clinical Commissioning Group (CCG). It asked for evidence of the patient voice and engagement with residents and asked the NHS to ensure that further reports have a higher level of data. Members also raised concern with West Sussex MPs on the importance of ensuring staff from overseas are able to work within the NHS and the need for the committee to dig deeper into mental health service challenges at a future date.
- **Access to dentistry** across West Sussex was identified as a priority. In January 2022 HASC received an update from NHS England (responsible for commissioning dental services) and raised concerns about accessing NHS dentists, getting appointments, treatment backlog, fluoridation rates and the recruitment and retention of dentists. Access to dentistry for children we care for and children seeking asylum was considered at the request of the Corporate Parenting Panel. The Committee agreed to write to the Secretary of State to highlight the need to address the national shortage of dentists and to show that public concerns are being heard. It also asked NHS England for a plan for dealing with the backlog of appointments.
- The Committee was able to give early input into the new **Adult Social Care Quality Assurance** process, suggesting elements to include such as wider benchmarking data and a workshop for councillors on the audit process.
- In March 2022, HASC was consulted by the NHS on proposals to change **neonatal services** at St. Richard's Hospital Chichester. Members commented on the engagement strategy and highlighted the need to consult parents/families who had used this service and to include a full picture of neonatal services accessed by West Sussex residents, which includes Worthing and Brighton.

Communities, Highways and Environment Scrutiny Committee (CHESC)

- The Committee established three TFGs to input into plans for **On-Street Parking Management**, the **Gatwick Northern Runway Consultation** and the **Bus Enhanced Partnership Plan**. These facilitated timely and meaningful contributions to the decision-making process with each able to agree significant recommendations addressed by the Cabinet Member with comprehensive responses back to the groups.
- The Committee previewed the Council's proposed response to Highways England's **consultation on the proposed A27 bypass at Arundel** at a special meeting in February. Members for divisions most directly affected provided evidence and around 100 residents commented via email. After a comprehensive debate the Committee voiced concerns about aspects of the proposals, including the impact on local villages and the natural habitat, the potential financial impact on the County Council, and the reliability of the traffic modelling assumptions, whilst being supportive of the need for a bypass. The Committee's consensual approach to its output received praise from members and residents and its recommendations led to a strengthened consultation response.
- The Committee continued to monitor the **booking system in selected Household Waste Recycling Centres**, in particular scrutinising survey feedback from residents and businesses

and service data. Members triangulated the evidence with views from their divisions and supported the proposal to implement the pilot scheme permanently.

- The Committee previewed the **draft Local Transport Plan**, which was strengthened in line with the Committee's concerns around new settlements and the piecemeal nature of the County's cycling network.

Performance and Finance Scrutiny Committee (PFSC)

- **The Council Plan and Budget for 2022/23** were scrutinised before consideration at County Council in February 2022. They were reviewed together to ensure targets and objectives in the Plan were linked to the financial resources available and could be managed and monitored together. An all-member session was also held to enable each portfolio to be reviewed ahead of the PFSC session for more effective and efficient scrutiny.
- A new style **Quarterly Performance Management** process was introduced in 2021/22. The report includes improved information on performance targets, budget, workforce and corporate risk as well as a summary of the transformation programme and the impact of Covid. PFSC comments on the Quarter 1 report led to better formatting and content in later reports. Service scrutiny committees review data relevant to their portfolio, the chairmen feeding any issues into PFSC. The new process has worked well and has been well received by members as it enables a review of complete information in a timely manner. It also means that each scrutiny committee takes responsibility for their portfolio areas.
- The **economy** was recognised as a priority for scrutiny in 2021/22 due to the adverse impact of Covid-19. The Committee received reports on the Growth Deals Programme and progress to date in achieving the targets set in the Economy Plan, with specific scrutiny of the visitor economy (tourism) and how the Council is helping businesses across the county. The Committee will continue to monitor progress in achieving the economy targets through the quarterly PRR and will request further reports if required.
- Progress in developing the **Property Joint Venture** was reviewed by the committee. This is seen as an important step in making the best use of our resources in line with the Council Plan. An informal session was held to ensure all committee members understood the journey of the joint venture to date and this helped the scrutiny focus for the formal meeting.
- Scrutiny of future plans for the Council's **Customer Service Function** took place early to enable the Committee to influence proposals. The Committee made recommendations for how the partner organisation due to be appointed to deliver this service interacts with vulnerable customers and carries out staff training. The importance of communication between in-house and outsourced services was also highlighted.

Scrutiny Evaluation 2021/22

Each committee held an informal review of the year in March 2022 to discuss what had worked well, what could be done better, what new committee members need to know and to identify any priorities for the future work programme. The work programme planning session in March provided an opportunity to evaluate how well scrutiny was working and areas for development.

What worked well:

- Committees are building good relationships and developing ways of working together
- The flexibility of being able to meet in person as well as virtually

- The use of pre-meetings to help prepare for meetings and focus questioning.
- Different ways of working, such as briefings/information sessions to increase understanding.
- The range of issues covered in work programme planning and Cabinet Member engagement in this process. For FRSSC, the involvement of the whole committee in this was seen as beneficial.
- Task and finish groups (TFGs) enabling flexibility and the ability to deep dive into issues.
- Quarterly scrutiny of the Council's Performance and Resources Report has enabled more robust performance, budget and risk monitoring.

Areas for improvement:

- The 'Focus for Scrutiny' included in reports needs to be clearer and more outcomes-focused, helping to steer questioning in meetings.
- To have a better balance between proactive and reactive scrutiny, with more and earlier involvement in policy development.
- Ensuring timely scrutiny input into the decision-making process and time for proper consideration of scrutiny recommendations.
- Use of external witnesses/external subject matter experts to hear a range of views.
- More visits to be programmed, relating to the services being scrutinised and more information/briefing sessions to help members build their knowledge.
- Maximise time for discussion at meetings through keeping introductions and presentations short.
- To ensure scrutiny reports have clear summaries setting out the key points for review.

Future priorities:

Issues identified for future scrutiny will be shared with the committees for consideration as part of work programme planning. The importance of scrutiny input into the **Budget** process was highlighted, as well as the need for all scrutiny committees to ensure they are considering the impact of **Climate Change** in all matters. It was also suggested that **joint scrutiny** with district/borough councils should be considered for any cross-cutting issues.

Scrutiny Development

A scrutiny development action plan is in place, monitored and overseen by scrutiny committee chairmen. This ensures scrutiny continues to build on best practice and to identify and tackle areas for improvement. During 2021/22 this included:

- Chairmen meeting regularly to review the work programme and share best practice.
- Strengthened liaison with the Cabinet; Cabinet Members taking part in work programme planning to help identify where scrutiny may add value.
- Different ways of working including pre-meetings, informal briefings, task and finish groups, visits and independent evidence gathering by members.
- Chairmanship training for all scrutiny committee chairmen and vice chairmen.
- More focused pre-agenda meetings to help planning for committee meetings.

Future Plans for Scrutiny

Plans for Scrutiny in 2022/23 include:

- **The development of an Executive-Scrutiny Protocol** to describe the working arrangements between Cabinet and scrutiny committees. This is being developed through member engagement, including Performance and Finance Scrutiny Committee in June 2022, prior to formal approval by the Council's Governance Committee in the autumn.
- A review of the **Fire and Rescue Service Scrutiny Committee**, two years on.
- Continuing to strengthen **scrutiny input into monitoring performance** of the Council's priorities, as set out in [Our Council Plan](#).
- How to better demonstrate or **evidence the impact of scrutiny** within the Council
- Reviewing the scrutiny **business planning checklist** for work to be outcomes-focused and balanced between decision preview, policy development and performance monitoring.
- **Sharing scrutiny best practice** by liaison with Surrey County Council, including exchange visits by scrutiny committee members.
- **Raising the profile of scrutiny**, including consideration by scrutiny committees of proposing scrutiny debates at Full Council.

June 2022

This page is intentionally left blank

West Sussex County Council Executive-Scrutiny Protocol (DRAFT)

Purpose

To describe the working arrangements between Cabinet (the Executive) and the Scrutiny Committees at the County Council, complementing the [Code of Governance](#) and the rules and procedures in the [Constitution](#). A separate [Scrutiny Guide](#) explains how scrutiny works.

The aims of the Protocol are to:

1. Set out good scrutiny practice for achieving real impact
2. Describe the roles and responsibilities of Scrutiny and the Executive
3. Enable open, trusting relations between the Executive and Scrutiny
4. Support focused, transparent and timely scrutiny of council business
5. Facilitate effective scrutiny work planning and objective setting
6. Enable Scrutiny to influence Council business in a meaningful way

Context – roles and responsibilities

The Cabinet is the political executive of the Council, sets policy and takes all significant decisions collectively or individually. Scrutiny provides a political check and balance on that authority. It helps ensure robust decision-making by examining the process and information that support decisions. Scrutiny is integral to democracy in ensuring the Council meets its priorities for the residents of West Sussex by influencing the planning and delivery of outcomes and by monitoring performance. There are five scrutiny committees. They are politically balanced and meet in public. Scrutiny is member-led, holds the Cabinet to account and should see and comment on proposals before they are finalised.

Cabinet engages with scrutiny for work planning to identify where scrutiny might add value. Scrutiny exercises influence and persuasion but does not take decisions and cannot override Cabinet.

Scrutiny should be open and transparent, but may decide to work in private, outside the formal committee meeting when it helps address sensitive matters or to enable more thorough analysis or a frank exchange of views.

The scrutiny process is informed and driven by the political insight of members. Whilst scrutiny is political and led by politicians, committees should aim for consensus in their work.

National guidance¹ defines effective scrutiny as:

- Providing constructive 'critical friend' challenge
- Amplifying the voices and concerns of the public
- Being led by independent people who take responsibility for their role
- Driving improvement in public services

To be effective Scrutiny needs an organisational culture which supports and recognises its value and purpose and a constructive relationship with the Executive where roles and responsibilities are understood. Communication and engagement must work well. Areas of disagreement should be managed with respect and there should be a shared understanding of the principles underpinning the relationship and the ways of working that support it.

Principles

a) Scrutiny should:

1. Provide purposeful challenge to the Executive and service performance.
2. Be objective, evidence-based and constructive.
3. Act as a critical friend to help sound decision-making.
4. Take a strategic perspective, focussing on the wider community outcomes.
5. Aim for consensus, drawing on political insight
6. Work collaboratively with the Cabinet and recognise that it will not always agree with Scrutiny conclusions and recommendations.
7. Be well informed, members fully prepared for meetings with a good understanding of the issues before them.

b) Cabinet should:

1. Recognise and value Scrutiny and be open to constructive challenge.
2. Respect the independence of Scrutiny and its chosen work programme.
3. Identify opportunities for Scrutiny to support and influence its work.
4. Properly and fully consider Scrutiny conclusions and findings.
5. Feedback and explain its response to Scrutiny recommendations.
6. Engage with Scrutiny early to enable it to add value in a timely way.

c) Together, Scrutiny and Cabinet should:

1. Communicate and engage early on plans and activities.
2. Foster a climate of trust, openness, honesty and integrity, sharing timely information including that which may be confidential or sensitive.
3. Be positive and respectful in their interactions with each other.
4. Manage any areas of disagreement in a constructive way.

¹ Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities, May 2019

Ways of working together

Communication and engagement	<ul style="list-style-type: none"> • Cabinet will engage with scrutiny early on policy and plans, to enable meaningful and timely scrutiny input. • Cabinet Members and Scrutiny Chairs will liaise regularly to update on plans and activities. • Scrutiny will communicate on its work and its work programme regularly to the Cabinet and all Members.
Scrutiny work programme planning	<ul style="list-style-type: none"> • The work programme will be in line with Council priorities and balanced between policy development, decision preview and performance monitoring. • All committee members own the work programme, are updated on the work of Business Planning Groups (BPG) and work programmes are shared at each committee meeting. • Any councillor (not just scrutiny members) may raise issues for the scrutiny work programme. • Cabinet Members will assist scrutiny work programme planning at committee meetings and by attending BPG meetings. • An overview of scrutiny plans is provided via the Mine (Members' Intranet).
Scrutiny committee chairmen	<ul style="list-style-type: none"> • Chairmen should ensure scrutiny is member led and independent, setting the tone for constructive challenge to the Executive. • Chairmen are responsible for managing meetings enabling debate and maintaining focus of scrutiny. They ensure effective work programme planning. • Collectively, they monitor the overall scrutiny function to ensure best practice and learning are embedded.
Task and finish groups (TFGs)	<ul style="list-style-type: none"> • Scrutiny TFGs enable flexibility, the ability to 'deep dive' and an opportunity for early engagement. They may meet in private or in public, as determined by the relevant committee. • They may preview key decisions when the calendar of formal committees and decisions are not aligned. • They can assist policy development, including where informal early engagement is required. • Cabinet Members may attend Scrutiny TFG meetings to observe or contribute. • Executive TFGs may be used by Cabinet to involve non-executive councillors in policy development. They may involve scrutiny members, but scrutiny chairmen should avoid being members of Executive TFGs on issues relevant to their committee.
Key decision preview	<ul style="list-style-type: none"> • Cabinet Members will invite scrutiny of planned decisions and inform scrutiny of proposals before publication in the Forward Plan. • Scrutiny committees will examine the Forward Plan to identify priority proposals for scrutiny. • Members and BPGs will monitor the Plan between meetings to identify matters for timely scrutiny.

<p>Policy development</p>	<ul style="list-style-type: none"> • Cabinet Members and officers should draw to the attention of scrutiny any key policy plans at the earliest opportunity. • Cabinet Members should discuss with scrutiny committees how and when scrutiny can best influence policy development. • The approach to scrutiny of policy development will be agreed by the relevant committee but may be carried out informally by a task and finish group. • Sometimes internal or business sensitivities may require policy development scrutiny to take place in private sessions. Reasons for this will be clear.
<p>Performance monitoring</p>	<ul style="list-style-type: none"> • Scrutiny committees will monitor performance and resources quarterly, their findings/recommendations to be reported to public Cabinet if possible. • Scrutiny and Cabinet Members should share views about the usefulness of performance data. • Scrutiny committees may use performance data to identify issues for further scrutiny.
<p>Scrutiny Meetings</p>	<ul style="list-style-type: none"> • Cabinet Members will aim to attend all relevant scrutiny committee meetings where possible. • Questions will be directed to the Cabinet Member but may be referred to an officer if need be. • Scrutiny questioning will aim to be outcomes focused and in line with the agreed 'Focus for Scrutiny'. • Members should be respectful of each other and of officers/those presenting at meetings.
<p>Scrutiny recommendations</p>	<ul style="list-style-type: none"> • Scrutiny recommendations will be clear, reasoned and outcomes focused to assist response and monitoring and to help evidence the impact scrutiny has on Council business. Recommendations should be SMART (specific, measurable, achievable, realistic and timebound). • Cabinet will give due consideration to Scrutiny recommendations and views. • Cabinet responses to recommendations will be reported to the next meeting of the committee. • Responses will include an explanation for why any recommendations have not been accepted. • Scrutiny Chairmen will attend public Cabinet to give feedback from their committee on relevant matters. • Scrutiny committees will record recommendations and responses for ongoing monitoring, to include assessment of scrutiny impact.
<p>Information</p>	<ul style="list-style-type: none"> • Scrutiny should have the information that underpins policy and decision-making to be able play its role and for assurance regarding the evidence used. • Cabinet and officers will be open and transparent and will provide the information Scrutiny needs to do its job effectively. Information will be provided in a timely way to enable meaningful input.

	<ul style="list-style-type: none">• Information may be shared informally with scrutiny, on a confidential basis (e.g. proposals not possible to be shared publicly). This may be prior to determining whether and how a matter should be scrutinised or as part of scrutiny of policy development.• Reports to scrutiny will include information on factors driving proposals, internal or external.• Information will be provided in line with Scrutiny and members' rights of access to information (as set out in Standing Orders and in Members Rights to Information, an Appendix to the Member-Officer Relations Protocol).• The overriding principle is transparency. When information cannot be made available the reasons will be clearly explained.• Scrutiny committees will have background information on issues being scrutinised through pre-meetings, focused briefings and advice from Democratic Services or service leads.• Where possible all members should have briefings on significant policies and proposals under development.• Members will keep themselves informed through research (via service leads or the Mine) and will prepare for meetings by reading papers in advance
--	---

Officer Support

There is dedicated support within Democratic Services for the Scrutiny function and all officers of the Council are available to provide impartial advice to scrutiny committees. Of particular importance is the role played by statutory officers: the Director of Law and Assurance (Monitoring Officer), the Director of Finance and Support Services (the Section 151 Officer) and the Chief Executive (the Head of Paid Service). They have a particular role ensuring that timely, relevant and high-quality advice is provided to scrutiny. The Head of Democratic Services is the Statutory Scrutiny Officer who must:

- promote the role of scrutiny at the Council
- provide support to scrutiny committees and its members; and
- provide support and guidance to members and officers relating to the functions of the scrutiny committee.

Awareness of the role and responsibilities of scrutiny is included in officer political management training.

Review

This Protocol was agreed by the Governance Committee on xxxxx and will be reviewed after one year. The Head of Democratic Services and the Director of Law and Assurance will be responsible for overseeing compliance with the Executive-Scrutiny Protocol. It will be monitored on a regular basis by scrutiny chairmen and the Cabinet so that any issues can be highlighted at

an early stage and acted upon. The success of the Protocol will be determined by reference to evidence of:

- Recognition of the value of scrutiny
- Collaborative business planning
- A record of constructive challenge and impact
- Timely scrutiny reviews that achieve identified outcomes
- An open and reasoned decision-making process
- Effective performance monitoring
- Scrutiny work programmes balanced between policy development, decision preview and performance monitoring

An Annual Report will be submitted to Performance and Finance Scrutiny Committee and to the full County Council each year with the aim of demonstrating the impact of Scrutiny and the effectiveness of the Protocol.



Extract of the Forward Plan of Key Decisions – published 6 June 2022

Cabinet

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

Leader, Cabinet Member for Finance and Property, Cabinet

Performance and Resources Report (Rolling Entry)	
<p>The Performance and Resources Report (PRR) details the Council's performance in relation to revenue and capital spending, savings, workforce projections, performance and risk by portfolio against the Cabinet's key priorities. The Leader and Cabinet Member for Finance & Property, or Cabinet will be recommended to approve the PRR and any items of financial and performance management within the PRR.</p>	
Decision by	Cabinet Member for Finance and Property (Councillor Jeremy Hunt)
Date added	31 March 2022
Month	Before April 2023

Consultation/ Representations	Representation can be made via the officer contact.
Background documents (via website)	none
Author	Fiona Morris Tel: 033 022 23811
Contact	Natalie Jones-Punch 033 022 25098

Cabinet Member for Finance and Property

Property Holdings: (Rolling Entry)	
<p>The County Council’s West Sussex Plan sets out its ambition to minimise the burden of local taxation, delivering the best outcomes for residents with the money it spends, whilst living within its means. In 2018 the County Council agreed to adopt an Asset Management Policy and Strategy. An objective of the strategy is to acquire, manage, maintain and dispose of property effectively, efficiently and sustainably, together with optimising financial and commercial opportunities.</p>	
Decision by	Cabinet Member for Finance and Property (Councillor Jeremy Hunt)
Date added	1 April 2022
Month	Before April 2023
Consultation/ Representations	Local members. Representation can be made via the officer contact.
Background documents (via website)	None
Author	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill Tel. 033 022 22551

Assistant Director (Property and Assets)

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

The Assistant Director of Property and Assets will be asked to approve the procurement and award of the refurbishment contract and associated expenditure.	
Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	23 November 2021
Month	June 2022
Consultation/ Representations	Local Member – Littlehampton Town / Cabinet Member for Finance and Property Representation can be made via the officer contact.
Background documents (via website)	None
Author	Jeremy Rigby Tel: 033 022 26460
Contact	Suzannah Hill Tel. 033 022 22551

Assistant Director (Property and Assets)

Award of Framework Agreements: Construction Framework	
<p>The County Council carries out repair, maintenance and refurbishment work throughout the corporate estate. Following Cabinet Member decision ECR06 20 21 a construction framework arrangement is being procured which will enable the County Council to place work orders with a variety of qualified contractors to deliver works that fall outside of the current maintenance contract. The works can include repairs and refurbishment as well as new build requirements where needed.</p> <p>Authority was delegated to the Assistant Director of Property and Assets by the Cabinet Member decision, to award the Framework Agreements and any call-off contracts as a result of mini-competitions run under the Frameworks. The Assistant Director of Property and Assets will be asked to approve the award of Framework Agreements for the proposed Construction Framework.</p>	
Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	19 August 2021
Month	June 2022
Consultation/ Representations	Cabinet Member for Finance and Property Representation can be made via the officer contact.
Background documents (via website)	none
Author	Jeremy Rigby Tel: 033 022 26460
Contact	Suzannah Hill Tel. 033 022 22551

Cabinet Member for Finance and Property

Endorsement: Community Asset Transfer Leases

The County Council’s [Asset Management Strategy](#) supports the principle of the transfer of community assets in order to empower and strengthen local communities. The Council believes that transferring appropriate public assets to communities leads to more responsive services that better meet local people’s priorities. Two vacant properties have been identified as suitable for Community Asset Transfer:

- Phoenix Centre, Westloats Lane, North Bersted, Bognor Regis, West Sussex, PO21 5JD
- Bognor Regis Find It Out Centre, Church Path, Glamis Street, Bognor Regis, Bognor Regis, West Sussex, PO21 1DB

These have been declared surplus to operational requirements following the redesign of the Council’s Early Help Centres ([CAB02 21/222](#)).

Constituted community groups, charitable organisations, voluntary groups and Town and Parish Councils working in partnership with local community groups have been invited to apply for transfer of these properties. The Council is looking to work with suitable organisations that are able to demonstrate, through a selection process, the ability to take on, manage and maintain these assets through a Full Repairing and Insuring Lease, with terms to be agreed, subject to contract. Providing a suitable proposal comes forward, two preferred lessees will be chosen.

The Cabinet Member for Finance and Property will be asked to approve the granting of a lease of over 14 years in term at nil rent of each of the two properties.

Decision by	Cabinet Member for Finance and Property (Councillor Jeremy Hunt)
Date added	9 March 2022
Month	July 2022
Consultation/ Representations	<p>WSCC News Press Release Community expressions of interest open for three youth centres - West Sussex County Council WSCC Website Link - Community Asset Transfer Your Voice West Sussex Consultees – The Local Member for each property</p> <p>Representation can be made via the officer contact.</p>
Background documents (via website)	None
Author	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill Tel: 033 022 22551

Assistant Director (Property and Assets)

Award of Contract: Multi-disciplinary Consultancy

Over the coming five years, the County Council will be delivering a high-quality built environment through a planned Capital Programme. It is essential to secure the skilled technical expertise necessary in developing and delivering the design proposals for these projects.

The Assistant Director (Property & Assets) will be asked to approve the decision to award the contract to the successful bidder for services to begin in July 2023.

Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	27 May 2022
Month	September 2022
Consultation/ Representations	Consultation will take place with Performance & Finance Scrutiny Committee in September 2022. Representation can be made via the officer contact.
Background documents (via website)	None
Author	Caroline Bridges Tel: 033 022 25691
Contact	Suzannah Hill Tel. 033 022 22551

Director of Finance and Support Services

Award of Contract: Design and Implementation Support Service	
<p>In March 2021, the then Cabinet Member for Economy & Corporate Resources approved a proposal via decision ECR07 20-21 to procure specialist resource to support the implementation of a Business Management Solution. As part of the decision, the Cabinet Member delegated authority to the Director of Finance and Support Services to progress the procurement. The proposed arrangement will be a capability and capacity contract, giving the Council flexibility to buy-in specialist resource to deliver specific outcomes in the programme when needed. The procurement process is now underway, and the Director of Finance and Support Services will be asked to award the contract to the successful bidder.</p>	
Decision by	Director of Finance and Support Services (Katharine Eberhart)
Date added	30 July 2021
Month	June 2022
Consultation/ Representations	Representation can be made via the officer contact. Consultees: Cabinet Member for Support Services and Economic Development
Background documents (via website)	none
Author	Alistair Rush Tel: 033022 22002

Contact	Suzannah Hill 033 022 22551
----------------	-----------------------------

Assistant Chief Executive

Award of Contract: External Print Management Service

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

The current print management service operates as a neutral vendor model. It uses an online portal (Solprint XN) where the Council uploads details for print jobs and is then provided with a best value quote based on the criteria specified. The process is overseen for the organisation as a function of the Council's Graphic Design team which sits within the Communications & Engagement team. The Graphic Design team supports directorates and services to access effective and efficient print options to support corporate aims and achieve best value for money. A procurement exercise is underway for an external service from October 2022 under the same model, to ensure quality and value for money.

The Assistant Chief Executive will be asked to endorse the award of contract.

Decision by	Assistant Chief Executive (Sarah Sturrock)
Date added	1 April 2022
Month	June 2022
Consultation/ Representations	Cabinet Member for Support Services and Economic Development. Representation can be made via the officer contact.
Background documents (via website)	None
Author	Alix Macfarlane Tel: 033 022 25967
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Support Services and Economic Development

Procurement: Data Archiving Solution for SAP

In preparation for decommissioning of the SAP Enterprise Resource Planning System (when replaced with Oracle Fusion via the SmartCore programme), the Council intends to procure a data archive solution to retain historic Finance, Human Resources and Procurement records in line with data retention obligations.

The Cabinet Member for Support Services and Economic Development will be asked to endorse the procurement process and delegate authority to the Director of Finance & Support Services to award the decision in due course. A further decision report will be published at that time.

Decision by	Cabinet Member for Support Services and Economic Development (Councillor Steve Waight)
Date added	15 February 2022
Month	June 2022
Consultation/ Representations	Small and Medium Enterprises within the Business, Market suppliers. Representation can be made via the officer contact.
Background documents (via website)	None
Author	Stewart Laird Tel: 033022 25310
Contact	Suzannah Hill Tel: 033 022 22551

Assistant Director (Communities)

Contract Award: Digital Customer Service Function	
<p>In March 2022 the Cabinet Member for Support Services & Economic Development approved a proposal via decision SSED05 21-22, for procurement of a Digital Customer Service Function and the digital technology and cloud software of the function for a proposed contract term of three years with the option to extend by two periods of one year.</p> <p>The new service to be commissioned from 01 October 2022 to coincide with expiry of the Support Services Outsource (SSO).</p> <p>The Cabinet Member delegated authority to the Assistant Director (Communities) to progress the programme and commence procurement of Customer and Information Technology Services. In accordance with the decision, procurement exercises are being undertaken.</p> <p>The Assistant Director (Communities) will be asked to award the contract(s) to the successful bidder(s).</p>	
Decision by	Assistant Director (Communities) (Emily King)
Date added	26 April 2022
Month	June 2022
Consultation/ Representations	Subject Matter Experts within Council Service Areas, Market suppliers. Representation can be made via the officer contact.
Background documents (via website)	None
Author	Stewart Laird Tel: 033022 25310

Contact	Suzannah Hill Tel. 033 022 22551
----------------	----------------------------------

Cabinet Member for Support Services and Economic Development

Endorsement of design and procurement process: Worthing Public Realm Improvements programme: Railway Approach Scheme

The Worthing Growth Programme (2017) identified a Worthing Public Realm Improvements (WPRI) programme in Worthing town centre to support the revival of the local economy by improving the quality and accessibility of public areas connecting Worthing station, the town centre and the seafront.

Leader key decision ([LDR01 18/19](#)) confirmed WSCC commitment of £5m of growth funding to deliver the initial phases of a £12m programme of up to eight public realm schemes between the station and the seafront. Worthing Borough Council identified developer contributions, including the Community Infrastructure Levy to fund the later phases of the public realm improvement programme.

The Executive Director Place Services confirmed progression to the detailed design stage of the Railway Approach project in December 2021 ([OKD33 21/22](#)) and to endorse funding arrangements.

The Cabinet Member for Support Services and Economic Development will now be asked to endorse the detailed designs for the scheme and commencement of a procurement process under Lot 6 of the Highways Construction Framework, for a construction contractor anticipated to start work on site in early 2023 and completion in late Autumn 2023 and to delegate to the Director Place Services the award of contract in due course. A further decision report will be published at that time.

Decision by	Cabinet Member for Support Services and Economic Development (Councillor Steve Waight)
Date added	27 May 2022
Month	September 2022
Consultation/ Representations	Railway Approach Public Engagement took place in April 2021 for a month using an online portal. Representation can be made via the officer contact.
Background documents (via website)	None
Author	Marie Tulley-Rose Tel: 07563 397759
Contact	Suzannah Hill Tel: 033 022 22551

**Performance and Finance Scrutiny Committee Work Programme
June 2022 - November 2022**

Topic	Corporate or Service priority	Policy, Performance, outcome or budget	Timing
<p>Committee Administration</p> <p>Annual appointment to the role of Chairman, Vice Chairman and Business Planning Group</p>	Corporate	Admin	June 2022
<p>Asset Policy and Strategy</p> <p>To review the updated Asset Policy and Strategy document, taking into consideration any changes to work practices and feed in any comments to the review.</p> <p>Focus for scrutiny agreed by BPG:-</p> <ul style="list-style-type: none"> • Strategy meets the needs of the Council Plan to ensure the priorities and targets of the County Council can be met; • Strategy continues to be flexible enough to meet the changing needs and work practices of the County Council; • Strategy includes an understanding and commitment to how the carbon footprint of the Council's assets can be reduced; • Services have been consulted on their future needs and requirements when reviewing the strategy; • Principles of community asset transfer of public assets are included within the strategy to empower and strengthen local communities in order to meet local people's priorities. 	Corporate	Policy	June 2022
<p>Update on Early Help Asset Plan</p> <p>Report on the status of the Children and Family Centres as a result of the changes to early help provision.</p> <p>Focus for scrutiny agreed by BPG:-</p>	Corporate	Outcomes	June 2022

Topic	Corporate or Service priority	Policy, Performance, outcome or budget	Timing
<ul style="list-style-type: none"> • Plans are in place, or being developed, for each of the vacated buildings; • That consideration has been given to how vacated premises could be used by the community in future, subject to any usage restrictions, financial considerations or other constraints; • Property Team are sufficiently resourced to manage the level and complexity of the changes required to council building assets; • Local Members are consulted and informed of proposals in a timely manner. 			
<p>Scrutiny Annual Report</p> <p>Review of the Scrutiny Annual Report which will summarise the main outcomes of scrutiny, best practice, lessons learnt and any development issues identified during 2021/22.</p> <p>Report to also include information in relation to the development of an Executive-Scrutiny Protocol.</p> <p>Focus for scrutiny agreed by BPG:- To consider the Scrutiny Annual Report for 2021/22 and ask:</p> <ol style="list-style-type: none"> 1) Does it provide an accurate account of the effectiveness of the Council’s scrutiny function during the past year against the aims of: <ul style="list-style-type: none"> • Influencing policy ideas or proposals before they are developed. • Spending time on matters critical to service outcomes for residents. • Providing meaningful challenge to the performance management of services. • Showing the difference scrutiny makes to service outcomes for residents. 2) Does it sufficiently identify best practice or lessons learned to be shared between scrutiny committees 	Corporate	Performance	June 2022

Topic	Corporate or Service priority	Policy, Performance, outcome or budget	Timing
<p>and areas for improvement or development</p> <p>3) Does it identify measures to help raise the profile of scrutiny and how should the report be presented to the next meeting of the County Council?</p> <p>To consider the draft Executive-Scrutiny Protocol and ask:</p> <p>4) Are there any points or issues that should be amended or added?</p> <p>5) Are the arrangements for member engagement in its development reasonable?</p> <p>6) Are there issues to raise at the meeting of Cabinet and scrutiny chairmen?</p>			
<p>Quarterly Performance and Resources Report (PRR)</p> <p>Performance, risk and budget monitoring: ongoing strategic monitoring of performance, finance, workforce, risk, transformation programme and capital programme.</p>	Corporate	Performance, outcome and Budget	<p>End of year July 2022</p> <p>Qtr1 September 2022</p> <p>Qtr2 November 2022</p>
<p>Treasury Management 2021/22 Annual Report</p> <p>Scrutiny of Annual Report to comply with TM Regulations and Guidance.</p> <p>Focus for scrutiny agreed by BPG:-</p> <ul style="list-style-type: none"> • That the security and returns of investments and borrowing activity complies with the approved Treasury Management Strategy; • That the impact of national and local situations, including Covid-19, on future TM activities is being managed and monitored effectively. 	Corporate	Performance	July 2022
<p>Staffing and cultural issues arising from scrutiny of the PRR</p>	Corporate	Performance	September 2022

Topic	Corporate or Service priority	Policy, Performance, outcome or budget	Timing
<p>As requested at committee in November 2021 when the People Framework was reviewed. Scrutiny in this area should be at a strategic level using the KPIs monitored in the PRR as a reference and to identify any areas of concern.</p> <p>Focus for scrutiny agreed by the BPG:-</p> <ul style="list-style-type: none"> • Outcomes/targets included within the PRR, People Framework and Smarter Work Programme are co-ordinated and meet the changing needs of the workplace post Covid-19; • Any necessary improvements to organisational culture, working practices, productivity and staff well-being have been identified and progress is being made in monitoring, managing and achieving outcomes/targets set; • Staff have been included and engaged in the development of the changing requirements; • The HR Re-design is in progress and being developed to ensure the outcomes of the Council Plan and savings requirements can be met. 			
<p>Smartcore Project</p> <p>Progress and implementation of the Smartcore Project including costs, benefits and targets to be achieved.</p> <p>Focus for scrutiny agreed by the BPG:-</p> <ul style="list-style-type: none"> • Project is on-track to achieve the outcomes and benefits identified; • Costs and timeline of the project have been managed and monitored to ensure the project is implemented within timescales and budget; • An implementation plan is developed including staff engagement and training; • Performance targets have been established to monitor on-going effectiveness and efficiency of the new system. 	Corporate	Outcome	September 2022

Topic	Corporate or Service priority	Policy, Performance, outcome or budget	Timing
<p>Multi-Disciplinary Consultant – pre-decision scrutiny</p> <p>Scrutiny of decision to award contract in relation to the re-procurement of a multi-disciplinary consultant. Timing to be determined by the decision timeline.</p> <p>Focus for scrutiny to be agreed</p>	Service	Outcome	Sept 2022
<p>Medium Term Financial Strategy</p> <p>Scrutiny of the MTFS as part of the 2023/24 budget development process.</p> <p>Focus for scrutiny agreed by the BPG:-</p> <ul style="list-style-type: none"> • That the MTFS considers the implications of national changes on the County Council’s financial position and that these are monitored to ensure the Council’s financial position is understood and amended as necessary; • The financial position of the Council is clearly set out and any growth and/or savings requirements are identified; • Assumptions being made when setting the MTFS are clear; • Objectives of the Council Plan are reflected in the available financial envelope; • There is sufficient information in terms of risk and how these will be managed and mitigated. 	Corporate	Policy	November 2022
<p>TBC – Pre-decision scrutiny of any strategic savings required within the portfolio responsibilities of the committee</p>	Corporate	Budget	November 2022 (if required)
<p>Property Joint Venture Partnership and Development Projects (postponed from June meeting)</p> <p>Review of the progress of setting up the JV partnership and achievement of the partnership aims.</p>	Service	Outcome	November 2022

Topic	Corporate or Service priority	Policy, Performance, outcome or budget	Timing
<p>Focus for scrutiny agreed by the BPG:-</p> <ul style="list-style-type: none"> • Satisfactory progress has been made in establishing the JV arrangements; • Governance arrangements and working practices have been agreed to ensure that the outcomes can be managed and monitored effectively; • A plan of development sites has been agreed and work is underway to commence work on these to ensure the best outcomes for the Council can be achieved. <p>The Committee may scrutinise individual projects as they arise.</p>			
<p>Horsham Enterprise and Broadbridge Heath Retail developments</p> <p>Progress report for these 2 large-scale property developments due to them being 'amber rated' in the Capital Programme as at the end of Dec 2021 (Qtr3 PRR).</p> <p>Focus for scrutiny agreed by the BPG:-</p> <ul style="list-style-type: none"> • That satisfactory progress is being made on these large scale property developments; • Process is in place to effectively monitor property developments with escalation points identified where appropriate; • Any lessons learnt for future projects are identified and shared as appropriate; • The local Member and community is kept up-to-date on progress. 	Service	Outcome	November 2022
Business Planning Group			
<p>TFG Capital Programme</p> <p>BPG agreed that the proposed TFG reviewing the Capital Programme should be postponed as satisfactory progress is</p>	Corporate	Performance, outcome and budget	June/Sept 2022

Topic	Corporate or Service priority	Policy, Performance, outcome or budget	Timing
reported through the PRR. BPG to monitor future PRR and need for TFG.			
BPG to monitor PRR in relation to cyber security, Economy Plan, savings and change programmes and climate change to identify any issues arising for future scrutiny.	Corporate	Performance, outcome	TBC
Grant funding BPG to determine whether scrutiny is required and how this may be carried out in relation to how we seek additional funding to bridge budget challenges.	Corporate	Budget	TBC
TFG proposed to review arrangements in relation to commissioning/procurement/contract management. BPG to consider outcomes required. Potential timescale of March 2023.	Corporate	Outcome	TBC

Appendix A - Checklist

This page is intentionally left blank

Scrutiny Business Planning Checklist

1. Priorities - Is the topic

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

2. What is being scrutinised and Why?

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

3. When and how to scrutinise?

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

4. Is the work programme focused and achievable?

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

This page is intentionally left blank