

Public Document Pack

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2 March 2023

Performance and Finance Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Friday, 10 March 2023** 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. **Declarations of Interest**

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

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

The Committee is asked to agree the minutes of the meeting held on 25 January 2023 (cream paper).

3. **Urgent Matters**

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

4. **Part II Matters**

Members are asked to indicate at this stage if they wish the meeting to consider bringing into Part I any items on the Part II agenda.

5. **Responses to Recommendations** (Pages 13 - 14)

The Committee is asked to note the responses to recommendations made at previous meetings of the Committee.

10.35 am 6. **End of December 2022 (Quarter 3) Quarterly Performance and Resources Report** (Pages 15 - 156)

A report by the Chief Executive and Director of Finance and Support Services setting out the corporate performance, finance, workforce, risk and capital programme positions as at the end of December 2022.

The Committee is asked to examine the data and supporting commentary for the Performance and Resources report and make any recommendations for action to the relevant Cabinet Member or Scrutiny Committee.

11.50 am 7. **Smarter Working - Progress Report** (Pages 157 - 166)

A report by the Director of Place Services setting out the findings and recommendations of the Smarter Working Programme.

The report provides an update on the implementation of Smarter Working programme.

The Committee is asked to scrutinise the report and make any recommendations to the Cabinet Member for Support Services and Economic Development and the Director.

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

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

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

(a) **Forward Plan of Key Decisions** (Pages 167 - 172)

Extract from the Forward Plan dated 28 February 2023 – attached.

An extract from any Forward Plan relevant to the Committee's portfolio 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 173 - 180)

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

9. **Date of next meeting**

The next meeting of the Committee will be at 10.30am on 16 June 2023 at County Hall, Chichester. Probable agenda items include:

- End of March 2022 (Quarter 4/end of year) Quarterly Performance and Resources Report
- Smartcore Project
- 2022/23 Scrutiny Annual Report

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 1 June 2023.

12.45 pm

10. **Requests for Call-in** (Pages 181 - 194)

The Deputy Monitoring Officer has agreed to call-in the proposed decision by the Cabinet Member for Finance and Property concerning the Freehold Disposal of Marle Place, 171 Leylands Road, Burgess Hill, West Sussex, RH15 8HZ decision, published on the Executive Decision Database on 13 February 2023 and in the Members' Bulletin on 15 February 2023.

The decision report asked the Cabinet Member for Finance and Property to agree:

1. That the County Council disposes of its freehold estate at Marle Place, 171 Leylands Road, Burgess Hill, West Sussex, RH15 8HZ as set out in Annex 1 and
2. Authority is delegated to the Director of Property and Assets in conjunction with the Director of Law and Assurance to conclude the terms of the sale with the purchaser.

The decision report by the Assistant Director of Property and Assets is attached as Annex 1 (Part I) and Appendix A (Part II). The supplementary information report to the call-in is attached as Annex 2.

The call-in was initiated by Cllr Condie supported by Cllr Lord, Cllr Cherry and Cllr Milne. The decision has not previously been previewed by the Performance and Finance Scrutiny Committee.

Cllr Condie has been invited to outline the reasons for the call-in request to the Committee.

Cllr Marshall, Leader, has been invited to address the Committee and answer questions.

11. **Exclusion of Press and Public**

The Committee is asked to consider in respect of the following item whether the public, including the press, should be excluded from the meeting on the grounds of exemption under Part I of Schedule 12A of the Local Government Act 1972, as indicated below, and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

Exempt: Paragraph 3, financial or business affairs of any person (including the authority).

Part II

12. Requests for Call-in Restricted Appendix (Pages 195 - 198)

Report by the Assistant Director of Property and Assets (for members of the Committee only).

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

25 January 2023 – 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 Elkins	Cllr McKnight
Cllr Baldwin	Cllr Gibson	Cllr Sparkes
Cllr Boram	Cllr Kerry-Bedell	Cllr Turley
Cllr Britton	Cllr Linehan	Cllr Wall
Cllr Condie	Cllr McDonald	

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

Apologies were received from Cllr Crow

42. Declarations of Interest

42.1 No recordable interests were declared.

43. Minutes of the last meeting of the Committee

43.1 Resolved – that with correction of a typing error in minute 37, the minutes of the meeting held on 28 November 2022 be approved as a correct record and that they be signed by the Chairman.

44. Responses to Recommendations

44.1 In response to a query about negotiations with the government over the Dedicated Schools Grant, the Committee was told that the Council could do no more as this was a national issue and awaited the outcome.

44.2 Resolved – That the Committee notes the responses.

45. Our Council Plan and Budget 2023-24

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

45.2 Summary of responses to members' questions and comments: -

- The target for the number of enterprises to be supported (Key Performance Indicator (KPI) 15) had been increased due to various schemes such as a creative Digital Hub in Bognor Regis, Experience West Sussex, Hothouse with the University of Chichester, Research

In Sussex Excellence (RISE) with the University of Brighton and the University of Sussex

- The target of 7.5km new cycling infrastructure per year (KPI17) was the minimum expected, was being exceeded and would likely be reviewed
- The target for completion of Education, Health and Care Plans within 20 weeks (KPI56) was low due to a surge in applications and a shortage of educational psychologists – it was noted that the Children & Young People’s Scrutiny Committee had queried how the Council could have a target that was below statutory requirements
- It was recognised that more work was needed to increase the number of adults using direct payments
- The target for the aggregated unit cost of the Council’s services compared to its statistical neighbours (KPI50) had gone down from 4th to 7th/8th highest as it is better value for money for residents to have a lower unit service cost
- Growth deals (KPI24) exist for each district/borough council, these will continue to evolve although the funding method may move from drawing down from a fund to individual funding agreed between the Cabinet Member for Support Services & Economic Development and the Cabinet Member for Finance & Property
- The Council will work via the integrated care system to influence enhanced joined-up working and the empowering of communities to improve health, possibly through local care networks based on district and borough boundaries
- All targets will be reviewed throughout the year to ensure they remain relevant
- £4.5m has been allocated from corporate funding (not highways base budget) to address maintenance and flooding – the Highways Team is scoping how it will be spent and will be presented to the Communities, Highways & Environment Scrutiny Committee in March
- The Traffic Management & Road Safety Task & Finish Group will look at the possibility of decreasing the threshold for intervention for repairing roads and pavements
- The Business Rate Pooling arrangement is designed to get the maximum rebate/return which will be spread across the county, this wouldn’t be possible if all district/borough councils were involved – all council leaders are involved in discussions. All districts and boroughs receive a benefit from the pool.
- The slight decrease in the County Council’s tax base in 2021/22 was due to a combination of factors e.g. the number of homes, level of discount, number of council tax reduction claimants
- There was inconsistency between the Service Specific Spending Pressures 2023/24 table and individual portfolio tables – **ACTION:** Director of Finance and Support Services make sure the tables align
- The Capital Receipts Usable Reserves balance was projected to be less on 31 March 2024 than 31 March 2023 because although there is a broad indication of what future capital receipts might be, they wouldn’t be included in the forecast until there was more certainty
- Unapplied Capital Grants are those that were received in the past that are being applied to the Capital Programme for the funding of the programme

- The Council looks at many factors to identify the service pressures across the county e.g. population and levels of need across services. The recently released census data is one source on information to feed into forecast and will be considered as part of future forecasts
- District and borough councils consider a range of factors to determine the Council Tax base – as highlighted above
- The working balance of the General Fund has increased to 5% of gross expenditure which is thought to be prudent and is in line with other authorities and guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA)
- The Council works with the NHS on patient discharge and has received a grant from the government to help with this, a third to half of people available for discharge need and are eligible for social care
- Using staff cost savings to balance portfolio budgets is feasible at present and represented current vacancy levels. Staffing costs make up a large proportion of the budget
- The Council's budget currently reflects an overall vacancy rate of 5%. The saving reflects current actual levels which are on average 6% across the Council
- The Council has set aside money to cover the rise in the National Living Wage hourly rate
- The Council's budget for next year for Adult Social Care allows for an average of 9% increase across providers but increases will be discussed with individual providers
- Staffing expenditure has reduced in the Children & Young People portfolio due to transformation & redesign of services
- The review of children's social care was expected at the end January 2023, the Council has a contingency to address any issues arising from possible legislative changes
- The Brick Kiln project will provide bespoke placement for children and is paused until the service is registered
- The Fire & Rescue Service was catching-up with a backlog of safe and well visits caused by the pandemic checking that vulnerable people have the necessary carbon monoxide and smoke detectors
- Waste collection vehicles are the responsibility of the district/borough councils, two of which were looking at using electric vehicles
- The Halewick Lane battery storage system couldn't procure second hand batteries due to demand issues, however it was found that these were more expensive than new ones – this will be reviewed in the future
- The Council was in constant liaison with bus companies looking at the best solution for residents after the cheap bus ticket deal ends at the end of March 2023
- There was a query about local authorities no longer being able to provide the role of Appropriate Body for Early Career Teachers from September 2023 – **ACTION:** Assistant Director of Education & Skills to provide details of what this means for the Council
- Member allowance increases are based on a recommendation from the Independent Remuneration Panel and were announced very late in the financial year so could not go through the usual process, instead they were publicised in the Member's bulletin – Members had the chance to say whether they disagreed with the increases

- Increases in fees and charges are usually based on the Retail Price Index in the previous September but in all cases are reviewed on a case by case basis against the market. Occasionally deep dives take place in certain areas leading to increases based on the Council's actual cost recovery such as happened with bus stop relocation and tree inspections on school premises
- Library reservation charges and cycling training course fees had increased to cover costs
- The Council has around £9m of Covid-19 grant money left – this can be carried forward to 2023/24 and used to fund ongoing pressures, particularly in social care. It was not envisaged that there would be any further Covid-19 grants and the Council would need to operate under a new 'normal' and contain pressures within Council resources
- The £13m contingency reserve was thought to be prudent
- The inflation contingency reserve had reduced from £5m to £0 because it is now part of overall corporate contingency
- Implementation of the Fair Funding Review and business rates baseline reset could lead to a £30m reduction in funding – this has not been built into the budget yet as it is still an uncertainty
- The Council Tax referendum limit and Adult Social Care precept will remain at 3% and 2% respectively for 2024/25. After that it is possible that the referendum limit may go back to 2% and there may not be an Adult Social Care precept, so the Council is basing forward projections on the lower limit and no Adult Social Care precept
- Service pressures are expected to increase in 2025/26 due to new social care reforms, the future of the dedicated Schools Grant deficit and any changes to the government funding formula. It remains uncertain if there will be any further funding
- The Council uses cash reserves so it can avoid the risks and revenue costs from borrowing externally
- There was a query as to why investments within externally managed pooled funds were less than the maximum externally managed pooled fund exposure – **ACTION**: Financial Reporting Manager to investigate
- The Council does not have to recognise any change in the capital value of the externally managed pooled funds on its balance sheet until the investments are sold
- CIPFA has tightened guidance since problems caused by the Icelandic bank collapse in 2008 to help avoid a repetition

45.3 Resolved – that the Committee

- i. Recognises the targets in the Council Plan will be reviewed through the year to ensure they remain ambitious enough, relevant and appropriate to the Council's key priorities
- ii. Recognises the continuing financial uncertainties related to national challenges, legislative changes, funding decisions and increasing service demand pressures
- iii. Notes the risks identified in terms of the budget and the on-going uncertainties
- iv. Recognises the pressures on the budget caused by labour market issues and the effects this is having in terms of the vacancy rates

and recruitment of key posts at the Council and welcomes the efforts being made to mitigate against these issues to ensure services are not unduly affected

- v. Recognises the significant challenges and demands on the highways budget and welcomed the one-off £4.5m increase in budget

46. Recruitment and Retention

46.1 The Committee considered a report by the Director of Human Resources and Organisational Development (copy appended to the signed minutes).

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

- The Council is receiving external specialist recruitment support for six months and will judge after that whether this support needs to continue
- There will be key performance indicators introduced for the external recruitment specialist to measure the time taken to recruit staff from agencies and the number of candidates they provide. The external specialist will be passing on key learning and advice with regard future recruitment techniques to council staff
- If the Council wished to pay market supplements to staff starting in hard to fill roles, it would also have to pay a market supplement to existing staff in those roles - this would be difficult to maintain and remove
- Market supplements have on-going cost implications so are not a sustainable position. The salary benchmarking exercise will be important in recognising any problem areas
- The Council has access to the Integrated Care System's 'Staff in Mind' programme that offers psychological support to staff
- Sickness due to stress and anxiety is being closely monitored and a number of well-being actions have been undertaken including the introduction of mental health first aiders
- The Council will offer job sharing, part time/term time and hybrid working as well as using social media, creating a new localised staff benefits package and making use of mentoring to encourage recruitment and incentivise current staff to remain at the council
- A collective solution is required when different authorities compete for the same workforce
- The gap between public and private sector pay is likely to decrease, so the Council needs to emphasise what the public sector can offer to make it more attractive
- Supervision and one to ones between officers and their managers are improving, but more needs to be done on discussing career aspirations and development with staff
- The Council is monitoring the number of performance/disciplinary cases against time served in the organisation to ensure there are no particular issues with newly appointed staff and that standards and abilities do not drop
- Social workers employed from overseas will receive a comprehensive induction and will benefit from the support from their peer group

Agenda Item 2

- The Council will also help them find accommodation and do what it can to encourage them to stay by offering career development opportunities
- The Council is considering the cost of further overseas recruitment to decide if this is something it wants to do again
- The staff turnover rate has risen across the Council – priority for recruitment is focussed on social care where there are most vacancies
- The Council, other local authorities and the Local Government Association would like legislation to prevent agencies from providing project teams instead of individual workers

46.3 Resolved - that

- i. Recognises recruitment and retention as a significant risk to the Council and welcomes the work being undertaken to mitigate this
- ii. Recognises the growing and changing requirements in terms of recruiting to posts and made a number of suggestions on how this could be done in future including more local and community-based advertising, a focus on skills requirements and working collaboratively with other Councils
- iii. Supports the recruitment of international social workers
- iv. Requests an update report in a year with information broken down by service area and key risks. Also requested that more information is included in the quarterly Performance and Resources Report to provide an on-going summary of the situation

47. Forward Plan of Key Decisions

- 47.1 Resolved – that the Committee notes the Forward Plan of Key Decisions.

48. Work Programme

- 48.1 Resolved – that the Committee notes the Work Programme.

49. Date of next meeting

- 49.1 The Committee notes its next meeting will take place on 10 March 2023 commencing at 10.30am.

The meeting ended at 2.30 pm

Chairman

Recommendations Tracker

The recommendations tracker allows scrutiny committees to monitor responses, actions and outcomes against their recommendations or requests for further action. The tracker is updated following each meeting. Once an action has been completed, it will be removed from the tracker at the next meeting.

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
End of June 2022 (Quarter 1) Quarterly Performance and Resources Report	26/9/22	Recognises the need to refresh the Pulse Survey	Director of Human Resources & Organisational Development/Cabinet Member for Support Services and Economic Development	Qtrly PRR	Initial meeting has now taken place to review Pulse Survey questions and frequency of undertaking it.	Ongoing
End of June 2022 (Quarter 1) Quarterly Performance and Resources Report	26/9/22	Requests that consideration be given to inclusion of a Key Performance Indicator on vacancy rates	Director of Human Resources & Organisational Development/Cabinet Member for Support Services and Economic Development	Council Plan and Budget scrutiny – January 2023	Currently considering this as part of the Council's KPI refresh	Ongoing
Workforce and organisational culture - update	26/9/22	Asks that consideration be given to gaining an understanding of why people join the organisation	Director of Human Resources & Organisational Development/Cabinet Member for Support Services and Economic Development	Qtrly PRR	Work in progress	Ongoing

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
SMARTCORE programme completion and funding	26/9/22	Supports training in-house staff to take forwards the system after implementation to reduce reliance on external experts	Director of Human Resources & Organisational Development/Cabinet Member for Support Services and Economic Development	June 2023	This is now being considered as part of the overall implementation plan	Ongoing
Responses to Recommendations	28/11/22	The Committee would like the Equality & Diversity Plan to be discussed at a future meeting	Director of Human Resources & Organisational Development	Feb BPG	January 2023	Ongoing
Update after first year of Joint Venture in Property Development	28/11/22	Requests scrutiny of the social value charter when developed	Director of Finance and Support Services and Head of Procurement	PFSC BPG Feb 2023	Noted	Ongoing
Recruitment and Retention	25/1/23	Requests an update report in a year with information broken down by service area and key risks. Also requested that more information is included in the quarterly Performance and Resources Report to provide an on-going summary of the situation	Director of Human Resources and Organisational Development		Noted and quarterly updates will begin from the June 23 meeting onwards	Ongoing

Report to Performance and Finance Scrutiny Committee

10 March 2023

End of December 2022 (Quarter 3) Performance and Resources Report – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

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

The report (Annex B) reflects the position at the end of December 2022 and reports the Quarter 3 2022/23 position.

Of the 52 performance measures, 54% of measures are reporting as 'green', 25% as 'amber' and 21% as 'red'. The number of red rated KPIs has increased since the quarter 2 PRR.

The projected outturn forecast for 2022/23 is a net £7.141m overspend. This is a reduction of £2.349m since the quarter 2 report.

The PRR also includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including service transformation and workforce. The service transformation section (Appendix 2) includes updates on the key projects currently being managed and the workforce statistics (Appendix 5) provides quarterly information on Key Performance Indicators (KPIs).

The current Risk Register (Appendix 4) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

The Cabinet meeting on 14 March will approve the Quarter 3 Performance and Resources Report.

Focus for scrutiny

The Committee is asked to consider the PRR (the Annex report attached). Key lines of enquiry for scrutiny include:

- Whether the report provides all the information necessary to enable effective and efficient scrutiny and addresses the concerns raised at previous meetings of the Committee; the additional workforce information requested and

Corporate Risk 11 controls and actions; recruitment and retention of key officers.

- Assess the performance indicators and measures identified as most critical to the focus of the committee and whether the narrative provides assurance about the position presented and likely outcomes. Issues recognised previously by the committee as priorities to monitor include cyber security, the Capital Programme, Economy Plan, climate change and staff recruitment
- The continuing impact of the Covid-19 emergency situation on the Council's performance and financial resilience
- Identify any areas of concern in relation to the Risk Register and assess plans in place to mitigate key corporate risks, particularly in relation to Corporate Risk 22 financial sustainability
- The effectiveness of measures taken to manage the Council's financial position and any non-delivery of identified savings
- Any areas of concern in relation to the workforce indicators
- Using all the information presented to the committee, identify any issues needing further in-depth scrutiny relevant to the committee's portfolio area of responsibility (where there are outcomes scrutiny may influence/add value)
- Identification of:
 - a) Any specific areas for action or response by the relevant Cabinet Member
 - b) Any issues for further scrutiny by one of the other scrutiny committees as appropriate

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

1. Background and context

- 1.1 The Performance and Resources Report (PRR) is designed to be used by all scrutiny committees as the main source of the County Council's performance information.
- 1.2 Annex A – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report which are expected to be reviewed by the different scrutiny committees.
- 1.3 The County Council is focused on delivering the four priorities as set out in Our Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change. In the third quarter, the measures reported:
 - 54% (28 measures) as 'Green'
 - 25% (13 measures) as 'Amber'
 - 21% (11 measures) as 'Red'
- 1.4 The **forecast outturn position** for 2022/23 is a £7.141m overspend. The contingency budget held for 2022/23 is £9.156m to assist with unplanned

pressures. There is also an Inflation Contingency Reserve of £4.969m. The Cabinet will be asked to draw down £4.409m from the Contingency budget to fund the agreed pay awards.

- 1.5 The report highlights the non-delivery and delay in achieving the **savings target**. There are £23.4m savings to be achieved in 2022/23 which includes £12.4m undelivered savings from 2020/21 and 2021/22. £10.1m of the target is judged to be red rated with no expectation of delivery. This has been reflected in the outturn position forecast.
- 1.6 The impact of increasing costs within the **capital programme** continues to be monitored on a project-by project basis. The approved Capital Programme for 2022/23 is currently £113m. The profiled spend for 2022/23 has increased by £19.5m to £132.5m.
- 1.7 In relation to **corporate risks**, there have been no changes to the scores since the quarter 2 report. There are therefore 4 corporate risks with severity above the tolerance threshold, more detail can be found in Appendix 4.
- 1.8 Nine of the twelve **Workforce Key Performance Indicators** are rated 'Green', two are 'Amber' and 1 is 'Red' rated (Appendix 5). The amber rated KPIs are the number of new apprentice starters and the calendar days lost due to sickness. The red rated KPI is in relation to the self-declaration disclosure rate.
- 1.9 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Annex A – How to Read the Performance and Resources Report

Annex B – Performance and Resources Report – December 2022

Section 1: Adults Services Portfolio – Summary

Section 2: Children and Young People Portfolio – Summary

Section 3: Learning and Skills Portfolio - Summary

Section 4: Community Support, Fire and Rescue Portfolio – Summary

Agenda Item 6

Section 5: Environment and Climate Change Portfolio – Summary

Section 6: Finance and Property Portfolio - Summary

Section 7: Highways and Transport Portfolio - Summary

Section 8: Leader Portfolio (including Economy) - Summary

Section 9: Public Health and Wellbeing Portfolio - Summary

Section 10: Support Services and Economic Development Portfolio -
Summary

Appendix 1: Revenue Budget Monitor and Reserves

Appendix 2: Service Transformation and Flexible Use of Capital
Receipts Summary

Appendix 3: 2022/23 Capital Monitor

Appendix 4: Corporate Risk Register Summary

Appendix 5: Workforce Information

Background Papers





None

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:

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

Each Portfolio covers the following aspects in detail which enables the Section to be viewed as a stand-alone report:

- Updates of the performance KPIs agreed in Our Council Plan and the action taking place, including Climate Change  performance measures.
- The KPI measures compare the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.
- The arrows on the KPI measures represent the direction of travel compared to the previous quarter:
 - A green upward arrow  shows that performance is improving,
 - A red downward arrow  shows performance is worsening, and,
 - An amber horizontal arrow  shows no change to performance.
- Overview of the revenue financial position, risks and issues and savings update.
- Overview of the capital financial position and latest capital performance.
- Details of the corporate risks which have a direct impact on the specific portfolio.

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

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

Scrutiny Committee Documents

The relevant elements of the Performance and Resources Report will be made available to Scrutiny Committees prior to being considered by Public Cabinet.

A detailed matrix of the Performance and Resources Report’s Sections and Appendices by Scrutiny Committee responsibility is shown below.

The areas in ‘dark green’ indicate the Scrutiny Committees areas of responsibility and the areas in ‘light green’ denote areas of the report which should be included in the Committee papers for context and consideration where appropriate.

PRR Matrix – Documents for Scrutiny Committees

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

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers

Performance and Resources Report – December 2022

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

Introduction

1. This report provides an overview of the performance across West Sussex County Council for the third quarter of 2022/23 (October - December). It brings together information on performance, finance, workforce and risk management, all of which are reported on an outturn forecast basis and describes how the County Council is delivering on our Council Plan - as refreshed in February 2022. The Council Plan sets out four priorities: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources. These are all underpinned by tackling climate change.

National Context

2. Rishi Sunak became the Leader of the Conservative Party and Prime Minister in October 2022. The Chancellor delivered his Autumn Statement on 17th November 2022, which included several key announcements, including:
 - Adult Social Care reforms planned to be implemented with effect from October 2023 have been delayed until at least October 2025. The funding allocated by the Government for the implementation of the reforms has been repurposed to provide financial support with current adult social care pressures.
 - Local authorities have been given increased flexibility in setting council tax by increasing the referendum limit to 3% per year from April 2023; and local authorities with adult social care responsibilities being able to increase the adult social care precept by up to 2% per year. Any increase above the 5% would legally require the local authority to hold a referendum.
 - Core schools' budgets to increase by £2.3bn in 2023/24.
 - Existing expressions of interest for Investment Zones, including the West Sussex bids, will no longer be taken forward with the government refocusing on the current Investment Zone programme.
 - A further £1 billion of funding in 2023/24 for an extension of the Household Support Fund.
 - The household energy price cap will be extended for one year beyond April 2023 but made less generous with typical bills capped at £3,000 a year instead of £2,500.

Agenda Item 6

Annex B

- From April 2023, business rate bills will be updated to reflect changes in property values since the last revaluation in 2017. Targeted support packages worth £13.6 billion over the next five years will support businesses as they transition to their new bill. Local authorities will be fully compensated for the loss of income because of these measures.
 - State pension payments, means-tested benefits based on a person's income and savings and disability benefits will increase in-line with inflation by 10.1%.
 - The pensions 'triple lock' will be kept.
3. The Office of Budget Responsibility (OBR) published its economic and financial outlook alongside the Autumn Statement, which indicated that the economy is now in recession and forecasts that the economy will shrink by 1.4% in 2023, before bouncing back to growth in 2024.
 4. Within November's Autumn Statement, the Government re-confirmed its commitment to the Levelling Up White Paper which set expectations about a move towards devolution 'County Deals' for most counties by 2030. It also signalled a range of challenges which are likely to impact on West Sussex County Council as the government's focus and funding is deliberately shifted away from the Southeast. Further devolution deals were announced with deals agreed with Suffolk County Council, Norfolk County Council and with local authorities in the Northeast devolution agreement.
 5. The Government has commissioned an independent review of integrated care systems. The review, undertaken by Rt Hon Patricia Hewitt will examine governance arrangements and the aim of reducing health disparities and improving outcomes. It is due to make recommendations to the Government in March 2023.
 6. In December, the Education Secretary announced that The Schools Bill, "will not progress" to its third reading in the House of Lords, although ministers "remain committed" to its objectives. The Government had wanted to use the Schools Bill to legislate on issues such as the structure and regulation of academies, school attendance and school funding.
 7. The Bank of England's Monetary Policy Committee (MPC) sets its monetary policy to meet a 2% inflation target. The Committee has continued to raise interest rates during the quarter, from 2.25% in September to 3.0% in November and 3.5% in December to help curb inflation. The Bank warned that further increases in interest rates may be required as it tries to meet its inflation target and on 3rd February 2023, rates increased to 4%.
 8. The UK's gross domestic product (GDP) measured by the Office for National Statistics, reports that GDP fell by 0.3% in the three months to November 2022.
 9. The latest figures from the Office for National Statistics (ONS) on the Consumer Price Index (CPI) and Retail Price Index (RPI) shows that the level of inflation has overall remained static during the quarter, but with some early optimism that rates maybe starting to reduce. The monthly rates are reported in **Table 1** below.

Table 1 – Inflation Table - CPI and RPI Rates

	April 2022	June 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022
Consumer Price Index (CPI)	9.0%	9.4%	10.1%	11.1%	10.7%	10.5%
Retail Price Index (RPI)	11.1%	11.8%	12.6%	14.2%	14.0%	13.4%

10. Inflation continues to add significant pressure on the County Council’s finances, as well as on residents, businesses and the local economy. Whilst managing these pressures, the County Council continues to focus spend on those areas that contribute to the delivery of the County Council’s priority outcomes as set out in the Council Plan.
11. Global inflationary pressures have also continued during the quarter. The unrelenting increasing energy prices, which is also affecting the cost of general goods and services, is fuelling rises in inflation; although there has been some small relief in petrol and diesel prices, which remain volatile. This is alongside the continuing supply and demand pressures caused by the conflict in Ukraine and continued impact of the Covid-19 pandemic around the world. These global events are contributing to rising cost-of-living pressures which is increasing household expenses for families and the deterioration in the outlook for UK growth.
12. The UK’s unemployment rate in November increased to 3.7%, an increase of 0.2% since August. In West Sussex, the unemployment rate in November was 2.7%, slightly below the South East average of 2.8%. Growing recruitment and retention challenges are expected to continue and may be further exacerbated by wider job market conditions. Areas of pressure include social workers, care workers and occupational therapists; planners, property specialists, transport and development experts; and lawyers. A new way of working post pandemic, the cost-of-living pressures and a tighter job market means that there is significant competition in roles across services. This is having an impact on the County Council’s ability to recruit and retain staff.

Performance Summary - Our Council Plan

13. This section reports the latest performance position against Our Council Plan measures. **Table 2** displays the performance by priority with details of each measure reported in each respective Portfolio Section. The values within the table refer to the number of KPI measures included within each portfolio.

Table 2 – Performance by Portfolio/ Priority

Portfolio / Priority	RAG Status	Keeping People Safe from Vulnerable Situations	A Sustainable and Prosperous Economy	Helping People and Communities to Fulfil Their Potential	Making the Best Use of Resources
Adults Services	R	1	0	2	0
	A	0	0	3	0
	G	3	0	1	0
Children and Young People	R	2	0	0	0
	A	2	0	0	0
	G	1	0	0	0
Learning and Skills	R	0	0	3	0
	A	0	0	0	0
	G	0	1	3	0
Community Support, Fire and Rescue	R	0	0	0	0
	A	1	0	0	0
	G	1	0	4	0
Environment and Climate Change	R	0	0	0	0
	A	0	1	0	0
	G	0	1	0	0
Finance and Property	R	0	0	0	1
	A	0	0	0	0
	G	0	1	0	2
Highways and Transport	R	0	1	0	0
	A	0	0	1	0
	G	0	2	0	0
Leader	R	0	0	0	0
	A	0	0	0	0
	G	0	3	0	0
Public Health and Wellbeing	R	0	0	0	0
	A	1	0	3	0
	G	2	0	0	0
Support Services and Economic Development	R	0	0	0	1
	A	0	0	0	1
	G	0	0	0	3

Key:

	Cells highlighted in blue indicate the KPIs which include a Climate Change (CC) measure. Overall, there are three Climate Change measures.
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14. **Table 3** and **Graph 1** below provides a comparison of the latest RAG status on the 52 measures with the previous reporting period.

Graph 1 – Performance Comparison With Previous Reporting Period

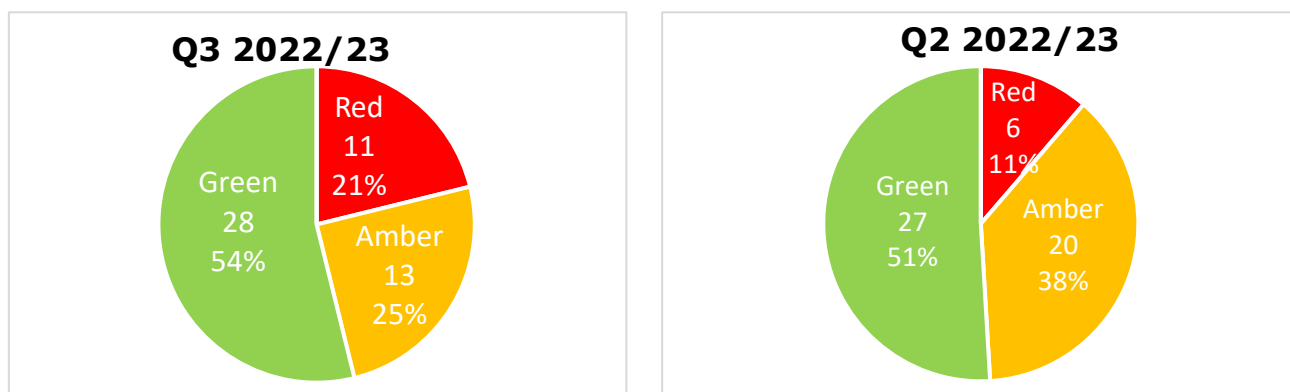
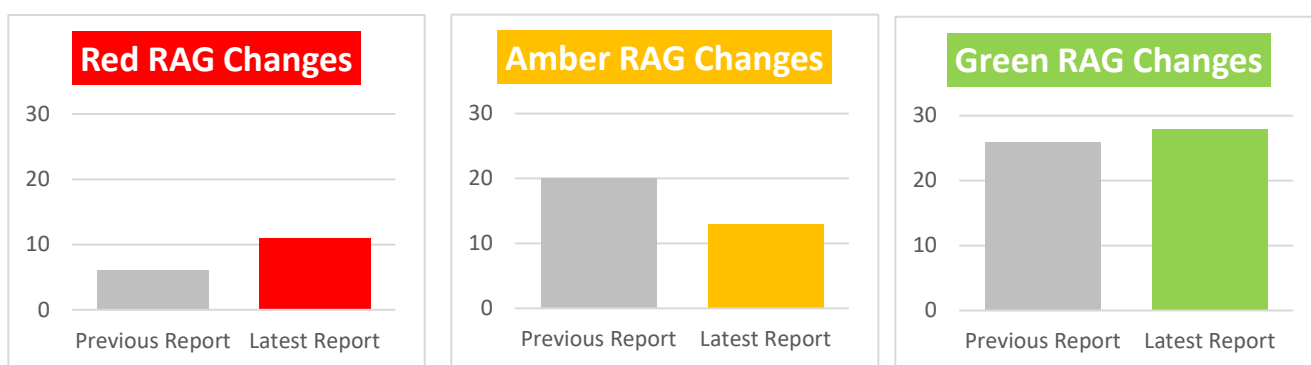


Table 3 – Performance Comparison With Previous Reporting Period



15. The quarter three performance position reports the following:
 - 54% (28 of 52) - met target (Green). An increase of one when compared to the previous quarter.
 - 25% (13 of 52) - close to meeting their target (Amber). A net decrease of seven measures from the previous quarter.
 - 21% (11 of 52) – target not met (Red). A net increase by five measures from the previous quarter.

16. The overall number of measures monitored has reduced from 53 to 52 following the decision in the Q2 Performance and Resource Report to no longer measure Measure 4 (Suspected scam victims receiving a pro-active intervention from the Trading Standards Service). There are few new referrals received from the National Trading Standards Scam Team which means this is no longer a robust measure.

Performance Summary by Priority

17. During this period, the key focus has been on the ongoing global energy crisis, cost of living and inflation which is impacting operations across the council. The County Council has no additional resources to address the impact and is anticipating additional cost and demand pressures in many services. The County Council with focus on partnership working, continues to help those most in need to access the range of support that is available.

Keeping People Safe from Vulnerable Situations

18. As in previous quarters, the health and social care system in West Sussex continues to experience significant pressure and this dominates the work of the Adults Social Care Service. The reasons for this are complex but include high demand from our partners, in particular our NHS partners requiring support in the timely and safe discharge of patients from hospitals within the county.
19. Performance within the Children and Young People and Learning and Skills Portfolios continues to be focused on maintaining a strong trajectory of improvement as we prepare for the imminent Inspection of Local Authority Children's Services (ILACS) by Ofsted. Recent activity has focused on individual teams where the overall level of performance has fallen below the standard we expect. The service has therefore maintained a strong focus with staff and managers on providing evidence of the impact of our improvement activity at a child and family level. The Children First Transformation programme continues to provide a strong framework for service delivery and is on track with the implementation of Phase 2 of the Family Safeguarding model and the implementation of the Phase 2 Fostering Service Redesign. Both will support the improvements in practice and performance in readiness for a full Ofsted inspection.
20. To ensure we are ready for the ILACS, the Practice Improvement Plan has been reviewed and supports activity across all service areas within children's social care and early help. This activity remains closely aligned to performance reporting and is reported to the independent Improvement Board monthly. The Improvement Board has acknowledged the hard work being undertaken and that there is evidence that the service is maintaining the trajectory of improvement.
21. During the third quarter, we have continued to see levels of high demand within the areas of early help and social care, and the service has managed this well. Recruitment remains a high priority the successful recruitment of 35 qualified social workers from the South Africa programme are now being inducted into the service from January 2023.
22. Teasel Close children's home in Crawley, which is run by the County Council, received an Ofsted rating of 'good' in all areas following an inspection in November 2022. This means the five Council run children's homes that are currently open are rated good or outstanding.
23. Working closely with district and borough councils and charities, the County Council is using its £4.8m Household Support Fund from Government, to provide a package of financial and practical assistance to people over the winter. The Community Hub continues to offer direct support to vulnerable households, providing essentials such as food and supplies, as well as grants to those who are eligible. The Council used some of the Household Support Fund to provide food vouchers for every West Sussex child who receives benefits-related free school meals over the October half-term and the Christmas school holiday. Over 17,000 children were given a £15 supermarket voucher for October and a £30 voucher for Christmas supporting around 10,000 households.
24. Library staff are on hand to help and advise people on a range of topics, from money management to energy saving, job seeking and benefits guidance. Regular library events such as 'Story Time' are free for families of young children. The 'Here

To Help - Cost Of Living' webpages, also has practical advice and information about how to apply for extra local and national support.

A Sustainable and Prosperous Economy

25. With more than three-times the average rainfall in November, the highways network in West Sussex experienced significant flooding. The teams have been working hard with contractors to keep the roads open and repair any subsequent damage to the carriageways that has been caused by the water.
26. A total of £7.4m worth of road surface improvement schemes were completed at 197 sites countywide in the six months to October. 138km of road were either completely resurfaced or had surface dressing or micro-asphalt treatments. Approximately 22,000 potholes were filled. Three programmes of work include 38 resurfacing schemes, totalling approximately 25km in length and representing a total investment of £3.4m. The new road surfaces are more durable and resilient to potholes and the material used has 11% less carbon emissions than traditional methods. Micro-asphalt treatment was used at 113 sites, with a total of 44km roads treated and representing a £2m investment and 46 sites, totalling 69km of road, received surface dressing treatment, representing an investment of £2m.
27. Construction is also progressing well at three Active Travel Fund schemes in West Sussex which will all provide improvements for cyclists and pedestrians. Findon/Findon Valley involves construction of a 2km-long shared cycleway/walkway route, the A283 Steyning Road in Shoreham includes construction of a crossing for both pedestrians and cyclists to access the river-side footway and cycleway and improve connectivity for schoolchildren. The A259 Drayton, near Marsh Lane will provide improvements for pedestrians, cyclists and bus passengers
28. Bus services are still recovering from the impacts on patronage from the pandemic, therefore, a national 'BusIt' campaign has been launched to attract older people with free bus passes to return or start to use buses again. Additionally, a national £2 capped bus fare launched on 1st January 2023.
29. Bidding as part of a South-East consortium, the council has been successful in securing funding from the Department of Culture, Media and Sport (DCMS) to deliver the Create Growth programme across the county to provide support for high-growth potential businesses in the creative industries. The consortium has been awarded funding of £1.275m to deliver business support as part of the programme, over three years. The programme will work to develop the network of investors in the region and build their understanding of the benefits of investing in this sector. This will increase the ability of creative businesses in the South-East to access private investment in the future. The programme is being set up now and will launch in January 2023.

Helping People and Communities Fulfil Their Potential

30. Recent events to help residents stay safe include free electric blanket testing, free kitchen fire safety events at Worthing and the relaunch of the road safety show 'Safe Drive Stay Alive'. Biker Down workshops run by firefighters have also taken place, which teaches vital skills that could save a life in the event of a road traffic

Agenda Item 6

Annex B

collision involving a motorcycle. A new free online interactive home fire safety check tool has also been launched.

31. Outbreaks of avian bird flu in captive birds, both domestic and commercial, were confirmed in West Sussex for the first time. Working with DEFRA's Animal and Plant Health Agency, 3 km control zones were established around premises in Billingshurst (October), Arundel (November) and Horley (December) and Trading Standards Officers conducted doorstep visits within those areas to identify keepers of birds and ensure that they were being suitably housed whilst DEFRA vets dealt with the outbreaks.

Making the Best Use of Resources

32. Ongoing investment in low carbon and renewable energy by the County Council continues to help towards offsetting the increase in the authority's own energy bills and to lead by example in demonstrating the importance to invest in clean energy. The County Council also works with a specialist energy partner to market the energy it generates and operate its batteries to deliver the best financial return.
33. The County Council's draft Budget and Council Plan for 2023/24 was published and subject to review by the Performance and Finance Scrutiny Committee in January, an all-Member Day and budget and Council Plan session with key stakeholders. The Cabinet is proposing that the Council will spend £1.86 billion (gross) next year to deliver vital services to a growing population of 882,676 residents and 37,400 businesses across West Sussex. Final decisions on the budget are to be made at the Full Council meeting on 17th February.

Responding to the Challenges Posed by Climate Change

34. A new zero-carbon school in Burgess Hill has been approved that will generate its own energy and offer excellent educational facilities to 900 local children. The County Council has approved capital funding of £57m to build the secondary school. Its position will provide maximum sunlight to nearly 1,000 solar photovoltaic panels generating an estimated 296,000 kWh of energy a year. The LED lighting will be controlled automatically by daylight and movement detection. The main building will have fresh air ventilation, keeping the school a comfortable temperature, even in extreme heat. The school will include a Special Support Centre enabling children with special educational needs and disabilities to be supported to learn in a mainstream school.
35. Government funding of up to £1.8m has been awarded to the West Sussex Chargepoint Network, which is providing electric vehicle (EV) chargepoints for residents in areas which have no off-street parking. Working with district and borough council partners this will help fund up to 450 on-street chargepoints and 100 in public car parks to encourage people to consider making the switch to electric vehicles.
36. Around £0.250m of funding was secured to undertake studies at 37 schools, which will identify site specific measures to decarbonise these sites. Within the next few weeks, we expect to have sufficient information to plan a future programme of school decarbonisation works and be ready to bid for funding to undertake the works.





37. The County Council has approved a £7.7m investment in solar PV and battery storage systems for schools and corporate buildings across the county. This investment builds on the council’s existing portfolio of solar PV assets delivered through the Solar Power for Schools Programme. The PV and battery systems will help to reduce energy costs and contribute to achieving net zero operation. Following approval, the Energy Services team has started a procurement exercise to commission an installer to deliver the programme over the next three years.

Finance Summary

38. The forecast outturn position for 2022/23 is showing an overspend on services of £11.386m as at the end of December, but overall, **a net £7.141m overspend** when non-service budgets are factored in. This is a decrease of £2.349m when compared to September. This reduction in overspend is largely due to a £4.3m increase in forecast investment income following in-year increases in interest rates and a £1.7m one-off repayment in relation to our recycling and waste handling contract. There has however been an increase in overspending of £3.5m within the Children and Young People Portfolio overspend position, largely due to the cost of Children We Care For placements.
39. This overall position assumes that any in-year costs related to the Covid-19 pandemic will be fully funded from government grants received. The overall position of £7.141m overspend excludes the use of the general contingency budget which is held separately.
40. **Table 4** details the revenue outturn position by Portfolio and full details are set out in the Portfolio Sections at the end of this report.

Table 4 –Year End Outturn Position and Variation

PORTFOLIO	CURRENT NET BUDGET (£'000)	PROJECTED OUTFURN VARIATION (£'000)	VARIATION %	MOVEMENT SINCE Q2 (£'000)
Adults Services	216,645	0	0.0%	0
Children & Young People	140,707	12,600	9.0%	3,530
Learning & Skills	28,922	841	2.9%	(430)
Community Support, Fire & Rescue	46,181	-66	-0.1%	(102)
Environment & Climate Change	64,097	-2,980	-4.6%	(880)
Finance & Property	24,171	-423	-1.8%	(273)
Highways & Transport	38,744	1,600	4.1%	500
Leader	3,056	-300	-9.8%	(212)
Public Health & Wellbeing	0	0	0.0%	0
Support Services & Economic Development	41,813	114	0.3%	(157)
Non Portfolio	49,169	-4,245	0.0%	(4,325)
Total	653,505	7,141	1.1%	(2,349)

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

Contract Inflationary Pressures

41. The overspend reported in service budgets of £11.386m includes £7.4m of identified service specific inflationary pressures, largely in relation to energy prices and contract inflation increases. Of this £7.4m, £7.0m had been forecast at quarter two.
42. This quarter three report has identified a further £0.7m of inflationary pressure within Fire and Rescue and Highways and Transport but also a reduction of £0.335m for SEND transport and highways maintenance. A full breakdown is set out in **Table 5**.

Table 5 – Projected Inflation Costs Above Budgeted Assumption – (i.e Above What Was Built Into Service Budgets in February 2022 - Excluding Pay)

Estimated Additional Inflationary Pressures 2022/23 (Revenue)		Overspend Reported
Various Portfolios	Previously reported inflation – Q1 and Q2 Performance and Resources Reports	£6.991m
Fire and Rescue	Joint Control Centre – Estimated inflationary price rise	£0.300m
Learning and Skills	SEND Home to School Transport – Reduction in estimated inflation pressure due to running costs	(£0.135m)
Highways and Transport	Highways Maintenance – Reduction in previous forecast inflation price rise	(£0.200m)
Highways and Transport	Street Lighting PFI – Forecast energy price rise	£0.400m
Total Net Additional Inflation Pressures Identified (Revenue)		£7.356m

Pay Inflation

43. A number of pay awards were settled in quarter three. As a result, £6.1m of cost pressure has been identified. This increase is not included in the £11.386m overspend reported above but instead will be funded through corporate contingency.
44. The 2022/23 National Joint Council (NJC) local government services pay agreement was settled on 1st November 2022. A flat rate payment of £1,925 for each scale point was agreed, along with an additional day of annual leave from 2023/24. HAY, SMG and Public Health employees have also agreed to these same terms.
45. Following the transfer of the Capita contract staff on 1st October, it has been agreed that these staff, excluding Accounts Payable, should also receive a £1,925 pay increase, in-line with the NJC settlement. The Accounts Payable staff have received a pay award following a review of the structure and the assimilation onto the NJC pay scales. These two items together create a pressure of £0.200m.
46. However, there are two pay award agreements which remain unknown at this time:

- Fire and Rescue – The latest offer of 7% for 2022/23 is currently being considered by unions. If agreed, this will create an additional pressure of £0.900m.
- Soulbury - In December 2022, unions rejected the Soulbury national employers' pay offer of £1,925 increase on all pay points. The national employers will be meeting to consider its response. It should be noted that many of the County Council's Soulbury paid staff are funded through the Dedicated Schools Grant and therefore will not significantly impact on the financial position.

47. Full details of pay awards funded through corporate contingency are set out in **Table 6**.

Table 6 –Details of the Staffing Pay Award Budgeted Assumption

Estimated Additional Funding Required to Cover 2022/23 Pay Awards	Total
NJC, HAY, SMG – Funding required to be drawn from Contingency Budget to fund agreed pay award settlements - £1,925 pro-rata per scale point. This is in addition to the 3.75% held in service budgets.	£5.010m
In-year National Insurance savings.	(£0.601m)
Pay Award –Q3 Requested Contingency Draw Down	£4.409m
Earmarked Funding - Fire and Rescue Pay Award– 4%. This is in addition to the 3% held in Fire and Rescue Service budgets.	£0.900m
Earmarked Funding - Staff transferred from Capita in October. Agreed £1,925 pay award in-line with NJC agreement. Estimated value.	£0.200m
Soulbury – Service budgets are holding pay award of £1,925 pro-rata per scale point.	£0.000m
Pay Award – Estimated Total Additional Funding Required	£5.509m

Contingency Budget Overview

48. The County Council's Contingency Budget for 2022/23 is £9.156m. In addition, £4.969m is being held in an Inflation Contingency Reserve. Therefore, the **total corporate contingency available is £14.125m**. Based on the pressures from the pay award as set out in **Table 6**, Cabinet is asked to agree the draw-down of £4.409m from the Contingency Budget and to continue to hold £1.1m within contingency towards the unsettled pay agreements. This means that £8.616m of contingency remains unspent and will be used to mitigate the £7.141m overspend set out in this report.

Covid-19 Grant Overview

49. The cost of the Covid-19 pandemic to the County Council continues to be monitored separately from the portfolio budgets agreed by County Council. It is expected that all the costs of the pandemic incurred in 2022/23 will be funded from existing government grants that are being held in reserves.
50. **Table 7** details the remaining Covid-19 grants carried forward into 2022/23, and the 2022/23 and 2023/24 expenditure projections. Details on planned expenditure are reported in each portfolio section of this report.

Table 7 - Listing of Revenue Covid-19 Grants Transferred into 2022/23 and Commitments

Covid-19 Grant	Details	Grant Balance 2022/23 (£)	2022/23 Projected Use (£)	2023/24 Projected Use (£)
Non-Ringfenced Grant	Non-Ringfenced Grant – Supporting pressures created by the pandemic	£12.976m	£6.692m	£0.384m
Local Council Tax Support	Non-Ringfenced Grant – To fund the local council tax hardship scheme	£3.000m	£2.600m	£0.400m
Contain Outbreak Management Fund	Ringfenced Grant – To help reduce the spread of coronavirus and support public health.	£3.651m	£2.043m	£1.608m
Emergency Active Travel Fund	Ringfenced Grant – To protect and increase travel services.	£0.170m	£0.170m	£-
Travel Demand Management	Ringfenced Grant – Support in developing travel demand management programme.	£0.021m	£0.021m	£-
Total		£19.818m	£11.526m	£2.392m

51. The end of year forecast as set out in this report, assumes that £6.692m of the Non-Ringfenced Grant is used to fund Covid-19 expenditure this year. A review by services is underway to identify any further costs being incurred that are a direct result of the pandemic. The funding of these and whether there is further eligible spend above the £6.692m of grant already assumed to be used will be considered as part of the year end process and included in the quarter four report.
52. With regards to the Contained Management Outbreak Fund (COMF), the UK Health Security Agency has confirmed that COMF funding can be carried forward into 2023/24. It is currently forecast that £1.6m will be available in 2023/24 to help control any further outbreaks of Covid-19 and its consequences and any on-going costs that are being incurred.

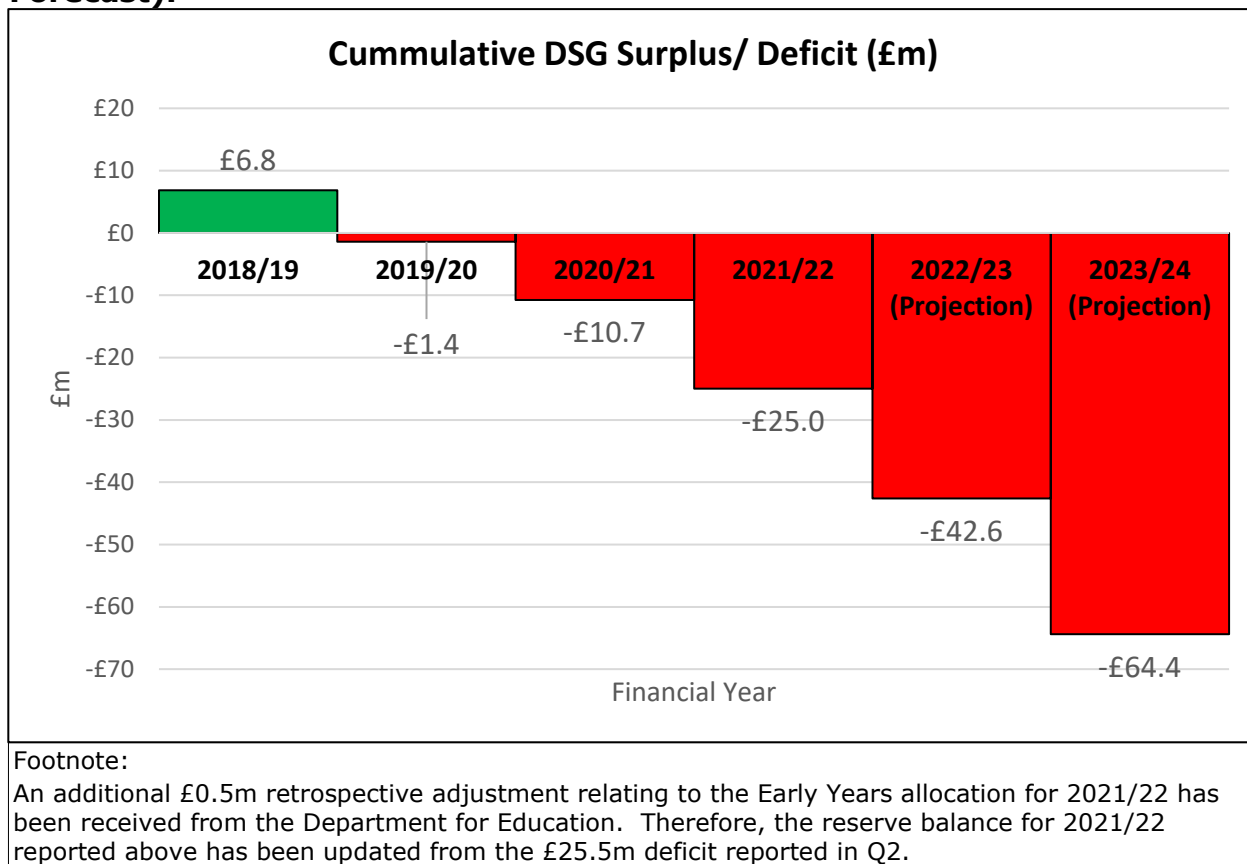
Financial Outturn – Service Portfolios

53. The individual portfolio sections within the report explain the key movements which have occurred during the year, however the main areas to note within and across portfolios include:
- Increasing inflation price rises on energy, goods and services,

- Uncertainty in the growing demand and complexity of need in adults and children's,
- Increases in the cost of adult lifelong services provision,
- The high use of external placements for children,
- The cost of children in need of secure or specialist placements,
- The rising numbers of children requiring high needs education,
- The non-delivery and delays in achieving savings,
- Recruitment and retention issues within the workforce.

54. **The Adult Services Portfolio** is currently operating in a turbulent environment because of the multiple priorities. These challenges are being compounded by staff vacancies, both within the service itself and within the financial assessment teams due to the critical inter-dependency that exists which is impacting on the overall service provided. Amongst the implications is that key information sources have become less reliable and less timely than usual which is impacting on the service and also the ability to accurately forecast. Plans are being put in place for improvements.
55. Between the budgets for Older People and Lifelong Services cohorts, the aggregate overspending on care costs is forecast to be around £14.1m. However, the forecast overall continues to be a balanced budget because the pressure is still expected to be mitigated from a mix of largely one-off opportunities including underspend from staffing vacancies and the use of one-off income. Further information on the Adults Services Portfolio is detailed within **Section 1**.
56. The **Children and Young People's Portfolio** is projecting a £12.6m overspend, an increase of £3.5m when compared to the September position. This increase arises primarily from an increase in the forecast for Children We Care For placement costs, increases in the cost for Direct Payments and a downturn in the expected in-year savings being delivered. All current savings are on-track to be delivered in 2023/24. Further details on the Children's and Young People's Portfolio position are detailed within **Section 2**.
57. The **Learning and Skills Portfolio** is projecting a £0.8m overspend, a reduction of £0.4m when compared to the September position. This is largely due staff vacancies, a reduction in forecast transport inflation costs and a reduction in the SEND transport projection as more school transportation routes are being undertaken internally by the County Council's Transport Bureau.
58. The **Dedicated Schools Grant (DSG) Reserve** is currently reporting a £25.0m deficit, with a further £17.6m projected overspend in 2022/23 currently forecast. This is expected to increase the overall DSG overspending position to £42.6m by the end of the financial year. This remains a key concern for the County Council and work is underway through the Delivery and Better Value Initiative and work with an external expert, to consider options to address these pressures.
59. The Government has confirmed that the statutory override for the DSG deficit will remain off the County Council's balance sheet for a further three years, however the deficit will continue to have an adverse effect on the County Councils cash flow and return on investments. In 2022/23 it is expected to have resulted in £0.7m of lost income.
60. **Graph 2** shows the cumulative DSG surplus and deficit which has amounted over the last five years. Further details are reported within **Section 3**.

Graph 2 - Six Year DSG Reserve Balance (Including 2022/23 and 2023/24 Forecast).



61. The **Environment and Climate Change Portfolio** is reporting a £3.0m underspend, a £0.9m increase in the projected underspend when compared to September. Within this service, the value of recyclate has fallen significantly as supply and demand markets start to return to pre-pandemic normality. The largest driver of recycling income is waste paper with the value of this commodity strengthening from £95 per tonne in March 2022 to a high of £124 in August 2022. Since this time, the value has decreased significantly each month, and as at November, the value was £18 per tonne; its lowest level since August 2020. Therefore, the forecast additional income generation has been reduced from £2.8m projected in September, to £1.7m.
62. Following a review by the Waste Team of the contractual and accounting obligations under the Recycling and Waste Handling Contract, it was agreed that a £1.730m repayment was due to the County Council, relating to the year-end cash position of the service provider in 2017/18. This repayment is due to be received in February 2023 and has now been included in the forecast. Further details are reported within **Section 5**.
63. The **Highways and Transport Portfolio** is reporting a £1.6m overspend, an increase of £0.5m when compared to September. Inflationary cost pressures remain the major issue within the portfolio.

64. The **Support Services and Economic Development Portfolio** is reporting a small overspend of £0.1m, a reduction of £0.2m when compared to the September forecast. Further details are reported within **Sections 7 and 10**.
65. **Community Support Fire and Rescue, Finance and Property, Leader and Public Health and Wellbeing Portfolios** are all reporting an overall underspend or balanced budget. Further details are reported within **Sections 4, 6, 8 and 9**.
66. Within the **Non-Portfolio** budget, the County Council has benefited from the recent in-year rises in the Bank of England's interest rates. In April 2022, the Bank Rate was 0.75% and the investment income budget for 2022/23 was set on that basis. However, this has increased incrementally during the year to 3.5% in December 2022 and recently increased to 4% on 3rd February 2023. This growth has affected the return on investments and has led to an increase in forecast **Investment Income** of £4.3m. This additional income is helping to mitigate the in-year overspending position on service budgets.
67. A review of the County Council's **Doubtful Debt** is currently underway. Early indications suggest that further funding will be required to add to the Doubtful Debt Provision before the completion of the financial year. Further details will be provided within the Q4 Outturn Performance and Resources Report.

Savings Update

68. The 2022/23 savings target across all portfolios is £11.0m. In addition to these planned savings, there remains £12.4m of 2020/21 and 2021/22 savings which were not delivered on an on-going basis; largely due to the Covid-19 pandemic. Therefore, the **overall savings to be achieved in 2022/23 totals £23.4m**.
69. To ensure that all savings are monitored with the same robustness and urgency, **Table 8** has amalgamated all the savings which need to be delivered; including several savings within the Adults Services Portfolio which have been reviewed and updated to reflect revised saving plans. These amended plans have been created and supported by an external service provider and have been developed for each individual workstream. Although the delivery of savings to date within Adults Services has been limited, these savings plans are on track to be delivered going forward.
70. Of the total £23.4m savings:
 - £11.0m (47%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different way,
 - £2.3m (10%) is judged as amber where further work is required to ensure the saving can be achieved. If these savings are not achieved, the projected overspend position will increase, and
 - £10.1m (43%) is judged as red with no expectation of delivery in year. Red savings are reflected within the forecast outturn position.
71. The savings area of highest concern relates to Adult Services where £8.6m of savings are no longer expected to be achieved in year and a further £2.3m are judged as 'at risk' due to setbacks in the ability to instigate saving plans to deliver a

Agenda Item 6

Annex B

full year effect. These savings are expected to be fully delivered in 2023/24. Any of the £2.3m not delivered in full may increase the forecast overspend. The 2023/24 budget set on 17 February 2023, assumes that any undelivered savings in 2022/23 are delivered in full in 2023/24.

72. **Table 8** summarises the savings position by Portfolio. Details of each saving is included in the separate portfolio sections.

Table 8 – Savings by Portfolio

	RED	AMBER	GREEN	BLUE	
Total Savings 2022/23	Significant Risk Not Delivered (£000)	At Risk (£000)	On Track Delivery In Year (£000)	Delivered On an On-Going Basis (£000)	Total (£000)
Adults Services	8,595	2,308	4,045	890	15,838
Children & Young People	1,000	0	1,900	300	3,200
Learning & Skills	150	0	0	750	900
Community Support, Fire & rescue	0	0	70	0	70
Environment & Climate Change	20	0	900	650	1,570
Finance & Property	150	0	0	0	150
Highways & Transport	0	0	426	0	426
Leader	0	0	0	0	0
Public Health & Wellbeing	0	0	0	0	0
Support Services & Economic Development	200	0	400	438	1,038
Non-Portfolio	0	0	0	250	250
TOTAL	10,115	2,308	7,741	3,278	23,442

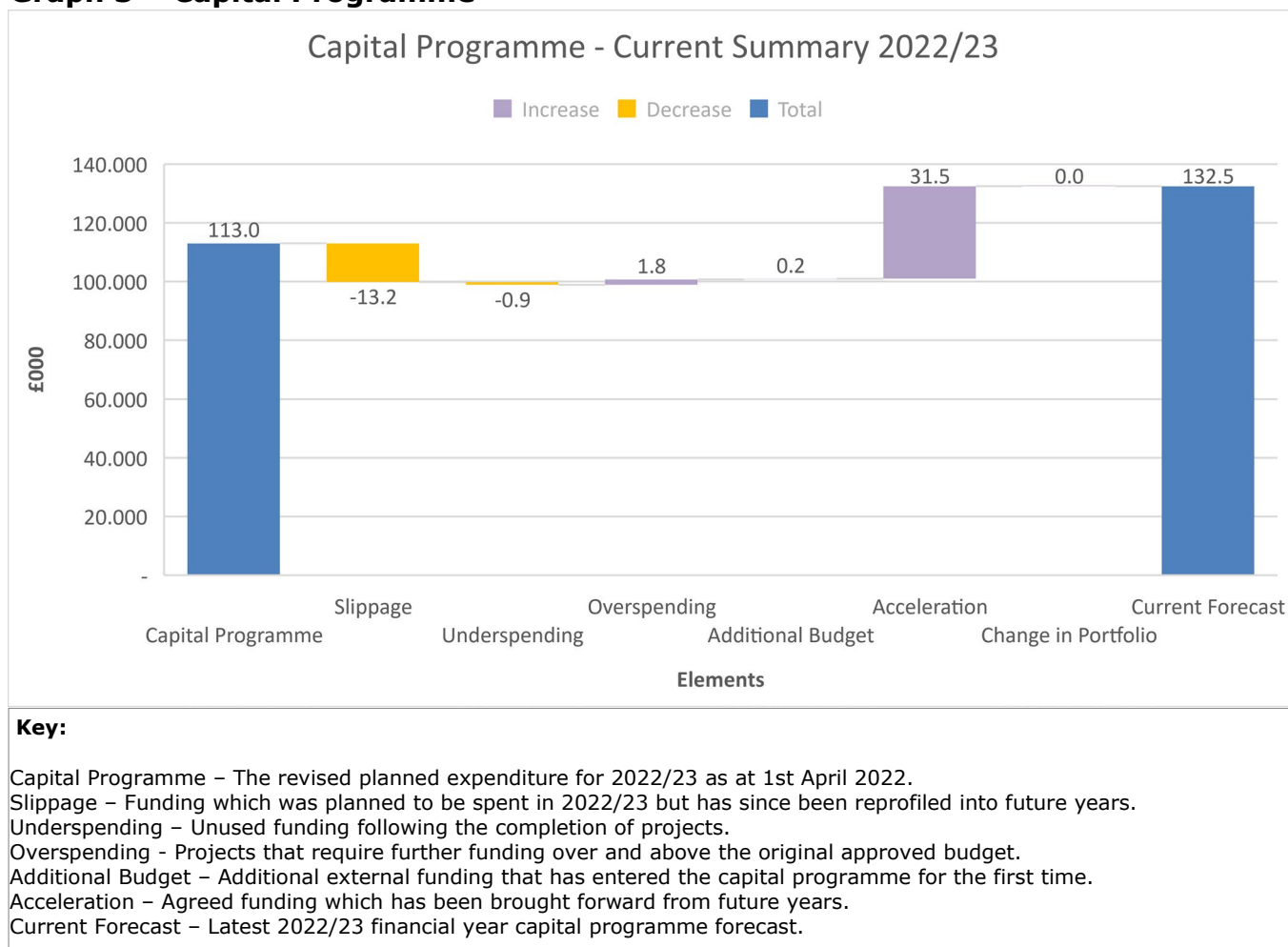
Savings Key:

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

Capital Programme Summary

73. The Capital Programme; as approved by County Council in February 2022, agreed a Capital programme totalling £120.3m for 2022/23. The Performance and Resources Report at Outturn 2021/22 agreed £7.3m of this programme, originally profiled to spend in 2022/23, be accelerated into 2021/22, revising the capital programme for 2022/23 down to £113.0m.
74. Within the year, profiled spend has increased overall by £19.5m, to give a forecast spend for 2022/23 of £132.5m. **Graph 3** demonstrates movements from the revised capital programme to the current forecast.

Graph 3 – Capital Programme



Capital Programme Inflation Risk

75. Inflationary pressures are also impacting on the Capital Programme; but the impact varies by project and is dependent on the stage of each scheme and the type of material required. The Department of Business, Energy and Industrial Strategy (BEIS) publish monthly statistics on the cost of key areas of business, including the cost of building materials and components. The BEIS reported material price index for 'All Work' increased by 15.5% in October compared to the same month the previous year.
76. Some in-flight projects have contingency or inflation provision built-in to their agreed funding allocation. Also, block maintenance and annual works programmes can be managed through delivering less schemes in the short-term. This is likely to compound the problem in future years and would require more funding at a later date for the maintenance and work programmes to get back on track. This will need to be considered through future budget setting and the annual review of the capital programme.
77. Any projects which require additional funding to cover inflation will continue to go through the County Council's set governance procedure as set out in the Capital Strategy which ensures all aspects are assessed on a case-by-case basis. The Capital Programme contained a £7m inflation budget, earmarked to specifically support inflation pressures.

78. The Capital Programme Budget Monitor, as at December 2022, is presented in **Appendix 3** and in detail within the individual portfolio sections.

Transformation Projects

79. The County Council has a number of transformation projects currently underway which include the Smartcore Programme, Insourcing and Procurement of IT Services, Better Use of Technology within Children Services, Support Services Programme, Smarter Ways of Working Programme and Adult Services Professional Services Support. As at December 2022, £5.3m of project costs have been incurred in 2022/23. Detail around the progress of these projects is included in **Appendix 2 - Service Transformation and Flexible Use of Capital Receipts Summary**.

Corporate Risk

80. The County Council's risks are reviewed regularly to ensure risks are understood and appropriate mitigation takes place. The Risk Register is reported to the Regulation, Audit and Accounts Committee. Risks are scored considering their likelihood and impact and full details can be found in the council's [Risk Management Strategy](#) report.
81. There have been no overall changes to the scores during the quarter. The latest Corporate Risk Register Summary can be found in **Appendix 4**. The full Corporate Risk Register is scrutinised by the Regulation, Audit and Accounts Committee. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

Workforce

82. The Workforce Key Performance Indicators, detailed in **Appendix 5**, reports that of the 12 KPIs with a RAG status indicator, nine are 'Green', two are 'Amber' and one is 'Red'.
83. The 'Amber' and 'Red' measures relate to:
- The number of new apprentice starters since the start of the financial year - excluding schools (Amber),
 - A continuing high-level of sickness recorded on the rolling 12-month average calendar days lost to sickness (Amber), and
 - Lower than targeted self-declaration disclosure rate (Red).

Sections and Appendices

Section 1: Adults Services Portfolio
Section 2: Children and Young People Portfolio

Section 3: Learning and Skills Portfolio
Section 4: Community Support, Fire and Rescue Portfolio
Section 5: Environment and Climate Change Portfolio
Section 6: Finance and Property Portfolio
Section 7: Highways and Transport Portfolio
Section 8: Leader (including Economy) Portfolio
Section 9: Public Health and Wellbeing Portfolio
Section 10: Support Services and Economic Development Portfolio

Appendix 1: Revenue Budget Monitor and Reserves
Appendix 2: Service Transformation and Flexible Use of Capital Receipts Summary
Appendix 3: Capital Monitor
Appendix 4: Corporate Risk Register Summary
Appendix 5: Workforce Information

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Adults Services Portfolio – Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - The County Council's priority continues to be providing support to individuals who need critical and urgent care or where there are urgent safeguarding concerns, ensuring people are supported immediately or within 24-48 hours. The service continues to do everything it can to reduce the delay people may be experiencing and are working closely with partners to ensure that vulnerable people are kept safe and well, in line with the commitment set out in Our Council Plan. Even with this pressure the County Council is continuing to stay within target in respect of the percentage of contacts to adult social care that progress to a social care assessment; reflecting the impact of interventions throughout the customer journey to meet people's needs through information and advice as well as the provision of preventative services. In addition, due to the retrospective nature of measuring the percentage of adult social care assessments that result in a support plan, with quarter one data updated to 67.4%, this shows that the service is performing within the target range for this measure.
 - Following a review of data collation, the percentage of adults with a learning disability in paid employment has risen to 3% this quarter and is now much closer to the 3.8% performance target. Moving into quarter four, as set out in the report, work will continue to engage the market to support people to prepare and access paid employment, with a plan to develop a Peer Support role, within Adult Social Care and continued strength-based customer reviews which should increase the numbers of people in paid employment further.
 - More and more people in West Sussex are caring for our most vulnerable residents with 30,000 carers now registered for information, advice and support with our partner Carers Support West Sussex. Carers Rights Day fell within the quarter and was central to a communications campaign to highlight the support that is available to carers across the county. This year there was a particular focus on the support available to carers juggling work and care or looking to return to work or training following a period of caring. This work is integral to the commitments set out in Our Council Plan and the Adult Social Care Strategy to provide the necessary help and support to families/close support networks and ensure people are kept safe and well.
 - During the third quarter, the Domestic Abuse and Sexual Violence team within Community Safety and Wellbeing received 195 victim/survivors allocated across the team. This equated to 164 victim/survivors referred into our high-risk Independent Domestic Violence Advisory (IDVA) service, 19 adult victim/survivors into our Independent Sexual Violence Advisory (ISVA) service and 12 young people referred into our Young Person's Sexual Violence Advisor (YPSVA). Across the team we currently have an active and open caseload of 403 victim/ survivors accessing our support.
 - Worth Services saw a significant increase of referrals into the service throughout November and December 2022 compared to 2021 and 2020. This

Agenda Item 6
Section 1






spike in referrals correlated with the World Cup 2022 and the festive season. For quarter three, there were 482 referrals compared with 300 in 2022 and 253 in 2021. This is a 61% increase in referrals into the service in this quarter from last year.

- During this quarter, there have been 15 Multi Agency Risk Assessment Conference's (MARAC) in West Sussex and three MARAC Plus meetings. This has involved 302 case discussions for high-risk victims and perpetrators of domestic abuse. The Worth training team within the Community and Safety Team have also delivered seven various domestic abuse training sessions to 223 professionals working in West Sussex. This training has included Domestic Abuse Awareness, Impact on Children, Risk Assessment and MARAC and Domestic Abuse in Young Persons Relationships.

Our Council Performance Measures

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
13	Measure: Outcomes of safeguarding risk – where a risk was identified, the outcome/expected outcome when the case was concluded for Section 42 enquires (% where risk remains). Reporting Frequency: Quarterly	8.26%	Jun-22 7.40%	Sep-22 9.47%	Dec-22 8.04%	↑	G
	Performance Analysis: Dec-22: The Q3 data shows a slight improvement towards the 2022/2023 target figure. A number of these enquiries will continue to have "risk remains" as people are able to choose to live with risk with no further action required from Adult Social care. Actions: Audits have been undertaken and the findings are being analysed to help seek assurance that risk is appropriately being managed. Work continues to be undertaken on closing safeguarding enquiries open longer than 60 days.						
11	Measure: Percentage of contacts to adult social care that progress to a social care assessment Reporting Frequency: Quarterly	20% -30%	Jun-22 23.2%	Sep-22 22.0%	Dec-22 23.7%	↓	G
	Performance Analysis: Dec-22: Performance continues to be within target continuing to reflect the impact of interventions throughout the customer journey to meet people's needs through information and advice as well as provision of preventative services. Improvements have been made within business-as-usual activity, which has resulted in increased resolution at Care Point 2. Further areas are being identified which along with access review programme should maintain or improve the position. Actions: The Access Review Programme is ongoing and will provide a better understanding of the complexity of need being presented at the front door, to ensure ongoing good performance against this measure and maximising opportunities for resolution within the community. Business as usual activity is also identifying measures to make improvements in the pathway.						

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
36	Measure: Percentage of adults that did not receive long term support after a period of reablement support Reporting Frequency: Quarterly	85.5%	Mar-21	Jun-21	Sep-21		A
			85.5%	85.4%	81.3%		
Performance Analysis: Dec-22: Council data is not available this quarter due to ongoing system issues that are impacting reporting. Actions: Pathway and recording processes continue to be reviewed for reablement due to an ongoing in-year data quality issue. The review is part of the wider adult social care programme, which is unlikely to be resolved by Q4. However, our reablement provider continues to undertake extensive recruitment drives to improve performance.							
12	Measure: Percentage of adult social care assessments that result in a support plan Reporting Frequency: Quarterly	65% -75%	Mar-22	Jun-22	Sep-22		A
			65.3%	67.4%	54.4%		
Performance Analysis: Dec-22: Performance reported is for Q2, as data for this measure is retrospectively updated, to ensure that the outcome of the assessment and the need for a support plan have been completed. Performance for Q1 has been updated due to the retrospective nature of this measure and is now reporting as 67.4% and within the target range. Actions: This measure will be continually monitored and performance will be updated throughout the year to reflect the additional assessments.							
37	Measure: Percentage of adults that purchase their service using a direct payment Reporting Frequency: Quarterly	27.4%	Jun-22	Sep-22	Dec-22		A
			27.3%	26.4%	25.5%		
Performance Analysis: Dec-22: Performance remains broadly in line with other authorities. Actions: This measure will be monitored by the Adults Directorate Leadership Team and via the Performance, Quality and Practice Board, both chaired by the Director for Adults and Health.							
38	Measure: Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months Reporting Frequency: Quarterly	77.0%	Jun-22	Sep-22	Dec-22		R
			54.2%	52.5%	51.8%		
Performance Analysis: Dec-22: An extended piece of work is being considered for a 2-year review project within Lifelong Services which will greatly improve the performance, as well as embedding the strength-based approach. Actions: The project continues to be monitored on a monthly basis with a project management approach by the Adults Directorate Leadership Team and via the Performance, Quality and Practice Board, both chaired by the Director for Adults and Health, with an expectation that the ongoing work throughout the year will improve the performance of this measure.							
39	Measure: The percentage of adults with a learning disability in paid employment Reporting Frequency: Quarterly	3.8%	Mar-22	Sep-22	Dec-22		A
			1.1%	2.1%	3.0%		
Performance Analysis: Dec-22: Performance has improved from 2.1% in the previous quarter following a review of data to ensure all people are being captured. Actions: Work will continue to engage the market to support people to prepare and access paid employment. Work has also commenced to codesign a new specification for day, employment and volunteering to further improve performance. In addition, a proposal has been drafted, which sets out a plan to develop a Peer Support role, within Adult Social Care. In conjunction with the review project, this will be very beneficial in increasing the numbers of people in employment.							

Agenda Item 6
Section 1

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
40	Measure: The percentage of adults in contact with secondary mental health services living independently with or without support Reporting Frequency: Quarterly	71.0%	Jun-22	Sep-22	Dec-22		A
			69.0%	68.0%	69.0%		
Performance Analysis: Dec-22: Performance remains stable and remains close to target. Actions: Work will continue to promote a strength-based approach and reducing new admissions to residential care for customers with a mental illness. This is primarily an NHS measure, so social care have limited ability to influence the performance.							
14	Measure: Time to complete outstanding 'deprivation of liberty' cases Reporting Frequency: Quarterly	4.4 Months	Dec-21	Mar-22	Jun-22		G
			3.4 Months	3.4 Months	4.1 Months		
Performance Analysis: Dec-22: As in quarter 2, cases which would normally have been closed within the Adult Social Care client database system (Mosaic) have remained open due to linked internal processing issues. This has caused reported performance to appear to have deteriorated. Therefore, data has not been reported for this quarter. There have been increased referrals and limited capacity amongst external assessors which will be addressed throughout Q4. Actions: On-going monitoring and work to rectify the process issues will continue.							
44	Measure: Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service Reporting Frequency: Quarterly	85.0%	Jun-22	Sep-22	Dec-22		G
				86%	97%		
Performance Analysis: Dec-22: In the last reporting quarter, the Domestic Abuse Service has seen 76 victim/survivors closed following a period of engagement with the service. The percentage of clients who reported feeling safer following engagement was 97%. In addition to the 76 clients closed in this period, we also submitted two "other contact" forms, clients who received a short-term intervention but whom were all provided with safety planning advice. Current data reflects that we asked and recorded the clients' views of their safety on 79% of clients closed. The 21% reported missing data all relates to clients who disengaged from the service mid-support and is therefore linked with unplanned exits from the service, whereby the client disengaged, and we would not have been able to ask about their safety or views on this. In addition to 97% of clients feeling safer, it is important to recognise that our data evidenced that clients exiting the service have also reported the following: <ul style="list-style-type: none"> • 78% reported improved wellbeing. • 73% reported their quality of life improved. • 70% were optimistic about the future. • 77% reported feeling more confident. Actions: Due to the change in recording with the introduction of the Family Safeguarding Model we still need to establish more accurate reporting from the Domestic Abuse Practitioners in this service but the current picture does reflect the service from the high-risk domestic abuse service.							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure (Additional agency cost – seven day working)	£1.193m	Covid-19 Grant – Assumed funding	(£1.193m)	
Delays in delivering corporate savings (£8.595m) and internal planned service savings (£0.805m) due to timing and capacity restraints	£9.400m	Staffing vacancies within the service.	(£1.800m)	
Older People – Market-related pressure	£2.900m	Deferral of the use of the Market Management Fund	(£2.200m)	
Lifelong Services – Underlying overspending pressure	£1.800m	In year staffing budget surplus generated from the implementation of the new pay grades for social workers and occupation therapists	(£1.400m)	
		Reduction in the reablement block contract – lower level of service than sought is being delivered	(£0.700m)	
		Community Equipment Service – demand for equipment has been lower than expected	(£0.600m)	
		Use of Improved Better Care Fund	(£4.200m)	
		Other funding opportunities – including additional Better Care Funding	(£3.200m)	
Adults Services Portfolio - Total	£15.293m		(£15.293m)	£0.000m

Significant Financial Issues and Risks Arising

Narrative	Cost Driver	Q1		Q2		Q3		Action	Trajectory
Key cost driver data influencing the trajectory of the Older People's care budget	No. of older people with a care package	4,391	↘	4,415	↗	4,415	↗	Despite the number of customers being higher than the second quarter, the proportion of older people with a care package relative to the size of the population remains on a falling trend.	↔
	% increase in the average gross weekly cost of a care package for older people	5.4%	↘	5.4%	↔	5.6%	↗	Although average costs are rising, the rate is lower than the uplifts agreed for providers in 2022/23, which is consistent with the savings target for customer reviews. The increase in the net cost is expected to reduce once backlogs in financial assessments have cleared.	
	% increase in the average net weekly cost of a care package for older people	8.4%	↘	8.5%	↗	10.1%	↗		

Key:

Arrow:	Decreasing	↘	Increasing	↗	Static	↔
Colour:	Improving	Green	Worsening	Red	Static	Yellow

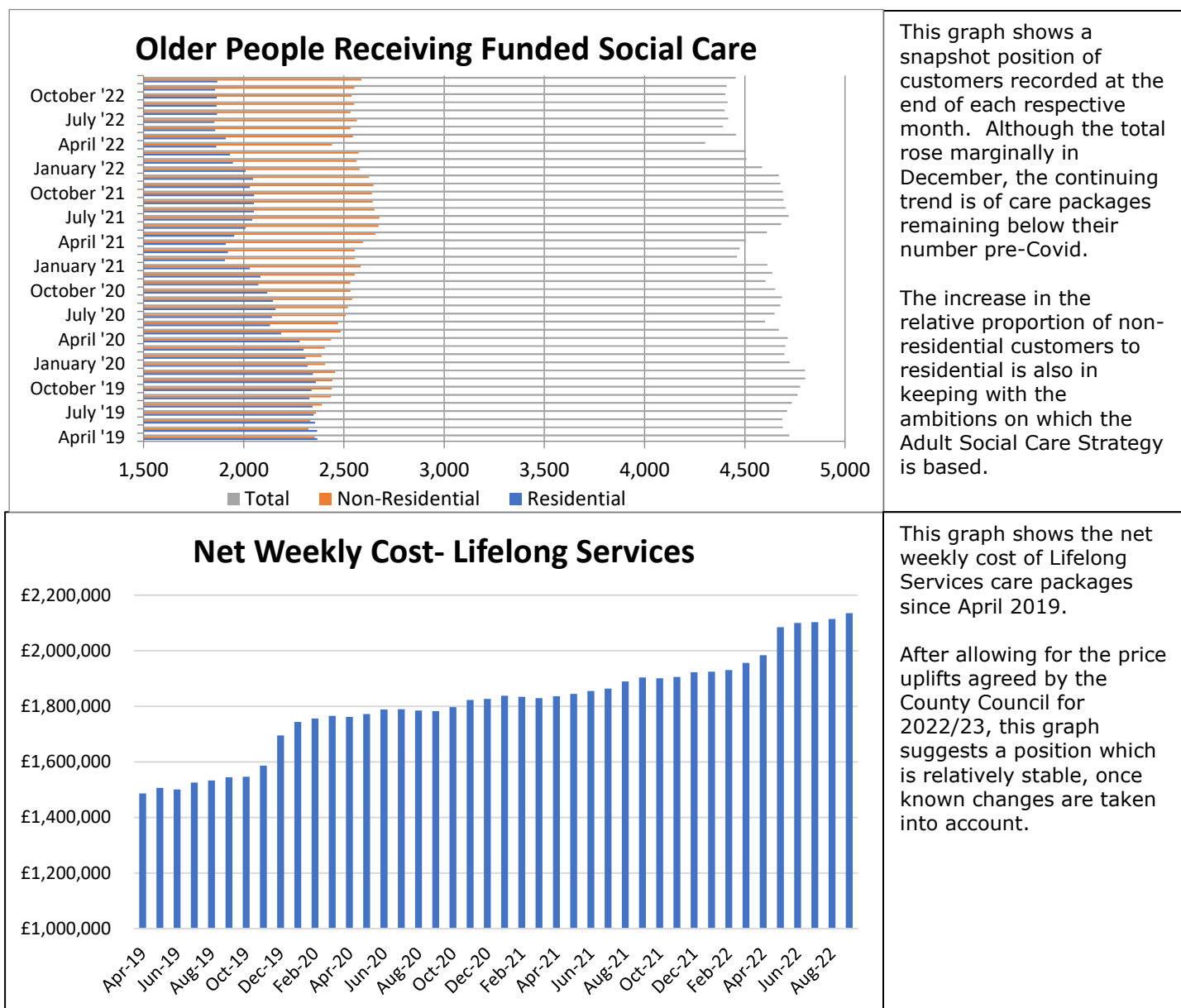
Financial Narrative on the Portfolio's Position

3. Adult social care is currently operating in a turbulent environment because of the multiple priorities that it is needing to manage. The challenges that this is bringing are being compounded by high levels of staff vacancies. Amongst the implications is that key information sources have become less reliable and less timely than usual.
4. Although the total number of Older People receiving funded social care rose marginally in December, the continuing trend is of care packages remaining below their number pre-Covid. The increase in the relative proportion of non-residential customers to residential is also in keeping with the ambitions on which the Adult Social Care Strategy is based.
5. Whilst there is no reason to believe the trend is misleading, the true position is expected to be understated in relation to demand because there will always be a lag between a care package being put in place for a customer and all of the associated administration being completed.
6. Alongside this it is clear that the cost of care, especially for residential placements, is rising. Despite the County Council having agreed average uplifts for older people providers of approximately 9% for 2022/23, prices recently have come under increasing pressure. In part this is because of the additional funding that Government has made available to enable people to be discharged from hospital as soon as they are medically fit to leave. This is intensifying competition for beds and, in areas of the market, is leading to an excess of demand chasing limited supply. It is also resulting in some people being placed into residential care whose needs would best be met in the community. Inevitably this is translating into price rises when new placements are being made. Pre-pandemic, approximately 20% of residential beds were bought at an agreed rate negotiated with a provider, rather than at the County Council's relevant usual maximum price. That figure has now virtually doubled to 39%, with around 70% of new placements in 2022/23 having been bought at an agreed higher rate.
7. Progress against some savings targets has been slower than planned. The occupancy of the Shaw contract has dropped from a peak of 86% to 82%, against a target of 90%.
8. Overall, the outcome is that the overspending pressure on the older people's budget has increased from £3m in September to £5.8m in December.
9. Delays in delivery of savings continues to be the main factor affecting the Lifelong Services budget. Similar to the older people cohort, the magnitude of the risk is not apparent when measured by a high-level presentation of weekly expenditure. After allowing for the price uplifts agreed by the County Council for 2022/23, it shows a position which is relatively stable. However, the level of spending remains greater than the budget can afford because of the delay in delivery of savings.
10. There are a number of discussions with third parties about financial responsibility for customers, which are subject to legal processes. Assumptions are included about the prospective outcome of these, but they remain

uncertain. There was an underlying pressure of £1.8m brought forward from 2021/22, which means the overspending forecast for Lifelong Services has risen by £0.6m from £7.7m to £8.3m.

11. Between the budgets for older people and Lifelong Services, the aggregate overspending risk on care costs is £14.1m. Due to the uncertainty that affects many of the key variables, in practice it is important that this is seen as falling over a range with potential for variation of between +/- £2m. Modest assumptions are included for savings in the fourth quarter, especially as the part-year benefits that will result will be limited. However, this does not mean that the scale of savings activity is being reduced. It remains the case that the shortfall in 2022/23 is due to timing factors and these savings are expected to be delivered in 2023/24.
12. The forecast overall continues to be a balanced budget, because the pressures described above are still expected to be mitigated. It is anticipated that £9.9m of this will arise from a mix of largely one-off opportunities. These include:
 - £1.8m. Vacancy savings. Within parts of the social work teams and occupational therapy, turnover is still running at 20% or above. In addition, in-house day services are operating below pre-Covid activity levels.
 - £2.2m. Market management fund created as part of the fees uplift decision report.
 - £1.4m. New pay grades for social workers and occupational therapy. The budget recognises the potential full cost of arrangements that were introduced in May. Since staff will reach the top of their new pay scales over time, there will be underspending during the intervening years.
 - £0.7m. Reduction in the reablement block contract because lower levels of service are being delivered by the provider.
 - £0.6m. Underspending within the community equipment budget. Growth of £0.5m was allocated for 2022/23 in expectation of demand increases in line with previous trends. This has not materialised, partly as a result of some efficiency changes being introduced.
 - £3.2m. Other funding opportunities, including in relation to the Better Care Fund where there has been an increase in the County Council's allocation for protection of social care.
13. This leaves a balance of £4.2m, some of which may be appropriate for charging against Covid-19 funding due to the on-going impacts that the pandemic is still having. The residual amount will be drawn from the £6m of uncommitted resources carried forward from 2021/22 in the Improved Better Care Fund.

Cost Driver Information



This graph shows a snapshot position of customers recorded at the end of each respective month. Although the total rose marginally in December, the continuing trend is of care packages remaining below their number pre-Covid.

The increase in the relative proportion of non-residential customers to residential is also in keeping with the ambitions on which the Adult Social Care Strategy is based.

This graph shows the net weekly cost of Lifelong Services care packages since April 2019.

After allowing for the price uplifts agreed by the County Council for 2022/23, this graph suggests a position which is relatively stable, once known changes are taken into account.

Savings Delivery Update

14. Since 2020/21, a number of planned savings within the Adults and Health Portfolio have been significantly impacted by the pandemic. As part of the budget setting process for 2022/23, £9.0m of previously unachieved on-going corporate savings were reviewed to ensure realistic savings plans were in place.
15. This review led to the £9.0m of the unachieved 2020/21 and 2021/22 savings being re-cast, with new plans developed for each of the individual saving workstreams. These savings, along with the £6.8m 2022/23 planned savings means that the portfolio has an overall savings target of £15.8m.
16. Delivery to date has been limited with £8.6m currently reported as 'At Significant Risk' and a further £2.3m reported as 'At Risk'.

Saving Activity	Saving to be Delivered in 2022/23 (£000)	December 2022		Narrative	2023/24
Review of in-house residential services	640	640	B	A decision to close Marjorie Cobby House was made by Cabinet in November 2021 and has now been implemented.	B
Review of Shaw day services	250	250	B	A decision to close Shaw day services was made by Cabinet in November 2021 and has now been implemented.	B
Increase supply and use of shared lives carers	448	448	G	Recruitment and training of additional shared lives carers has taken place, which should be the trigger for the delivery of the saving.	G
Community Care (Including Redirecting residential customers to home-based care saving)	8,200	2,200	G	Savings from activity to date.	G
		818	A	Expected savings during the remainder of 2022/23 once financial benefits are received from all reviews undertaken to date and from activity that is planned between January and March.	A
		5,182	R	Savings that will not be delivered in 2022/23 because of limited resources. Delivery in full planned in 2023/24.	A
Non-residential customers to remain at home with reduced package	1,990	1,143	G	Benefits reported by the County Council's reablement provider for the year to date.	G
		23	A	Expected savings during the remainder of 2022/23.	A
		824	R	Savings that will not be delivered in 2022/23. Capacity constraints due to provider staff shortages will result in fewer additional hours of reablement being delivered than the County Council has procured. This will result in underspending on the contract, which will enable around £0.7m of the shortfall to be mitigated.	A
Continuing Healthcare	2,060	1,170	A	Discussions over the eligibility of customers for Continuing Healthcare are taking place with the Sussex Integrated Care Board. It is expected that this will result in some cost recovery during the third quarter.	A
		890	R	Savings that will not be delivered in 2022/23 because of limited resources. Delivery in full planned in 2023/24.	A
Placement costs	1,000	1,000	R	Savings that will not be delivered in 2022/23 because of limited resources. Delivery in full planned in 2023/24.	A
Occupancy of Shaw contract	1,250	254	G	Savings from some increase in occupancy of the Shaw contract.	G

Saving Activity	Saving to be Delivered in 2022/23 (£000)	December 2022		Narrative	2023/24
		Value	Rating		
		297	A	Although occupancy has increased towards its target figure, processing reasons mean that the full extent of the financial benefits has yet to arise.	A
		699	R	Savings that are not expected to be delivered in 2022/23 because occupancy has yet to reach its target level.	A

Savings Key:

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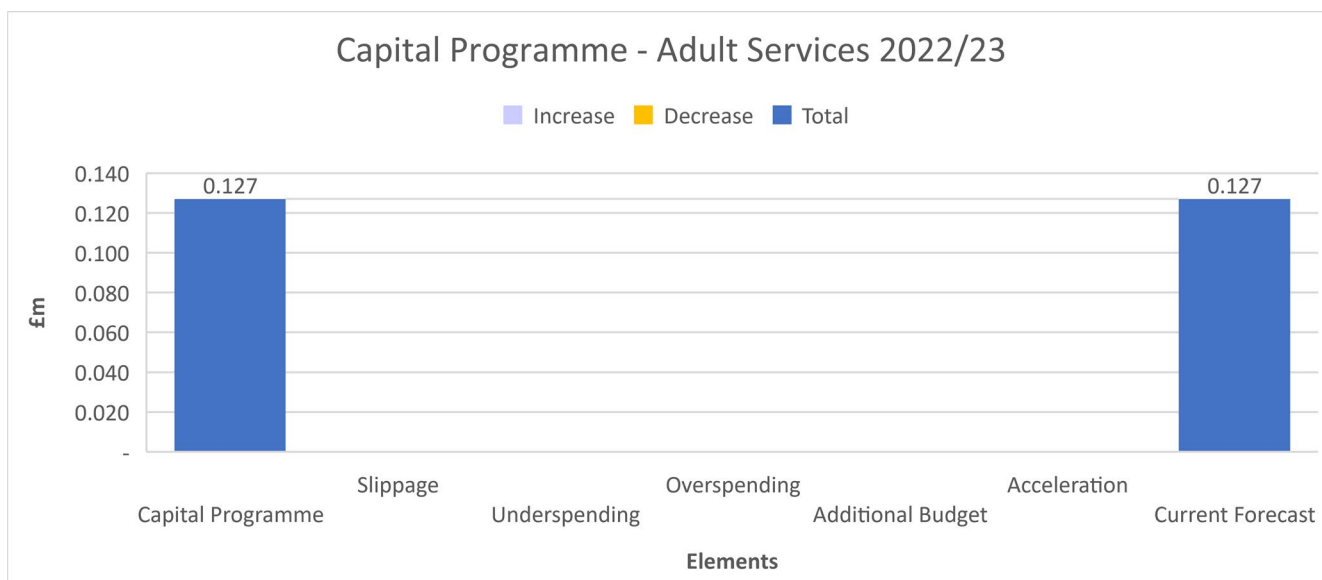
Capital Programme

Performance Summary - Capital

17. There are four schemes within this portfolio which are all in within their final retention phase. Further details of these schemes are set out in the [Budget Report](#) published in February 2022.

Finance Summary - Capital

18. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £0.127m for 2022/23. As at the end of December 2022, the expected spend for the year has remained the same.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2022/23 financial year capital programme forecast.

19. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR58	The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by Covid-19, including the mandatory requirement for care staff to have a vaccination; however, this also extends to WSCC staff requiring access to these facilities (i.e., Social Workers, Occupational Therapists), and contractors. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.	25	25
CR74	The overdue re-procurement of care and support at home services has been further postponed, meaning the contractual arrangements are non-compliant, inefficient to manage, difficult to enforce and present a risk of challenge and CQC criticism. The delay is to enable more time for the market to stabilise, to complete service reviews and to allow imminent legislative changes to take effect.	15	15

21. Further details on all risks can be found in **Appendix 4** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Children and Young People Portfolio – Summary





Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - The senior leadership team have maintained a strong focus on the key indicators and evidence base that is required for the imminent Inspection of Local Authority Children’s Services (ILACS) in early 2023. Management activity has been focused on maintaining the trajectory of improvement in key practice areas and specifically on the timeliness of visiting, the quality of recording, ensuring all cases are allocated and that all staff have regular supervision.
 - The service continues with the implementation of the Family Safeguarding model (Phase 2). The service has stabilised since the initial implementation phase and performance continues to improve. The new service model is being embedded and the service is now implementing Phase 2 of the model which will introduce dedicated adult service workers (mental health, substance misuse and domestic violence) into the teams.
 - The Corporate Director and the senior leadership team have continued to provide a hands-on and visible approach to the improvement activity with regular workshop sessions with all team managers across the service. These Ofsted readiness sessions take place every month from November 2022 up to and during the ILACS. The quality assurance and performance management frameworks ensure that senior managers are able to understand where there are issues in performance and to implement improvement activity immediately.
 - The workforce development workstream has maintained activity to significantly increase our numbers of permanently recruited staff and drive down numbers of interim agency staff. The first tranche of recruitment activity in South Africa has been completed and a second tranche is planned for early February 2023. The first tranche of activity resulted in the service successfully recruiting 35 qualified and experienced social workers and they are being inducted into the service from January 2023.

Our Council Performance Measures

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Agenda Item 6
Section 2

Children and Young People		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
1	Measure: Percentage of re-referrals to Children's Social Care within 12 months of the previous referral Reporting Frequency: Quarterly	22.0%	Jun-22	Sep-22	Dec-22		A
	Performance Analysis: Dec-22: There has been an increase in re-referrals in December. It is noted that the overall number of referrals was lower than in November but re-referrals numbers are very similar, increasing the percentage. Actions: Service Managers continue to review re-referrals to understand themes and progress learning with teams.	25.0%	24.0%	31.0%			
2	Measure: Percentage of Early Help Plans closed with outcomes met Reporting Frequency: Quarterly	74.0%	Jun-22	Sep-22	Dec-22		A
	Performance Analysis: Dec-22: This month sees a drop in this outcome with high numbers requiring social care intervention and a high number of consent withdrawn. Children escalated for a social care intervention are accepted in 95% of cases which indicates that that this is the correct decision for the child. Consent withdraw is likely to be linked with the higher waiting times children and families have experienced in accessing an allocated worker. Actions: The service has struggled with demand and recruitment but this is improving and it is expected that wait times will continue to reduce.	69.3%	69.2%	67.7%			
7	Measure: Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index Reporting Frequency: Quarterly	10.0%	Jun-22	Sep-22	Dec-22		A
	Performance Analysis: Dec-22: Whilst the percentage has increased minimally in December, the number of children with 2+ moves has been stable and we are seeing that we are performing ahead of our statistical and local neighbours in areas such as placement stability and use of unregistered placements as well as children placed at distance. Work has been ongoing since January in respect of scrutinising at Entry to Care Panel that children are in the right placements with the right support in place. The number of children in West Sussex under 16 in the same placement for 2+ years remains above local and national averages and we have sustained good performance in terms of children being in agreed permanent placement at over 230 with 10 children approved in the last 4 weeks. Actions: A restructure of commissioning services has been completed to ensure we are able to target placement finding activity in the most efficient way to get good outcomes for our children and this went live 01.01.2023.	10.5%	10.1%	10.6%			
8	Measure: Support for care leavers to achieve their aspirations – Percentage of care-leavers aged 17-21 who are in Employment, Education or Training Reporting Frequency: Quarterly in arrears	64.0%	Mar-22	Jun-22	Sep-22		A
	Performance Analysis: Sep-22: We have seen a slight percentage increase through 18 more young people now in education, employment or training compared to June. Positively we have also recruited two care leavers to apprenticeship posts in the participation service who are due to start as soon as checks have been received. Actions: There is now a dedicated Personal Advisor (PA) who is leading on tracking and supporting other PA's around young people who are Not in Employment, Education or Training (NEET) and have a number of developments for improving these, including running the Bridging the Gap programme, meeting someone from Care Leavers Covenant and working in partnership with Crimsham Farm who offer education and training opportunities and we are also setting up a working group to look at supporting our specific cohort of asylum-seeking young people with access to education and employment in light of some geographic discrepancies.	63.0%	64.0%	65.0%			

Children and Young People		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
9	Measure: Positive outcomes on child protection in 12 months - percentage of Child Protection Plans that result in 'step-down' within 12 months Reporting Frequency: Quarterly	83.0%	Jun-22	Sep-22	Dec-22		R
			57.0%	67.0%	53.0%	↓	
Performance Analysis: Dec-22: There continues to be an increase in the number of children becoming subject to child protection plans. This is having an impact on the overall percentage of children who step down.							
Actions: There is ongoing work to identify any trends which may be contributing to the increase in number of child protection plans but the numbers remain within a normal range.							

Finance Summary

Portfolio in Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure (Overseas Social Workers)	£1.000m	Covid-19 Grant – Assumed funding	(£1.000m)	
Placement costs for Children We Care For (mainstream)	£13.350m	In-house residential staffing underspend	(£1.300m)	
Homecare and transport costs for Children with Disabilities, including increase in Direct Payments average cost.	£1.860m	Early Help staffing underspend	(£1.360m)	
Delays in saving delivery – Local House Project	£1.000m	Savings to be delivered through planned improved placement commissioning	(£0.330m)	
One-off implementation costs and part-year adult staffing costs for Family Safeguarding - DFE funding not awarded.	£0.280m	Reduction in Intentionally Homeless families requiring accommodation support	(£0.580m)	
Family Safeguarding –Section 17 and Children We Care For Non-Placement Costs	£0.500m	Review of child psychology arrangements	(£0.700m)	
Family Safeguarding – additional agency staffing	£0.365m	Delays in appointing to new posts within the Fostering Service redesign.	(£0.500m)	
Fostering allowance inflationary pressure	£0.300m	Business support vacancies	(£0.200m)	
King's Counsel legal costs	£0.150m	Other variations	(£0.235m)	
Children and Young People Portfolio - Total	£18.805m		(£6.205m)	£12.600m

Key Financial Issues and Risks Arising

Narrative	Cost Driver	Baseline	Q1	Q2	Q3	Action	Trajectory
<p>Despite the overall number of Children We Care For being lower than forecast during budget setting, there are more children than budgeted for in more costly external residential placements than budgeted for.</p> <p>This is leading to a pressure on the placement budgets. Baseline shows the % upon which the budget was set.</p>	% mainstream children in external residential placements	10.8%	14.3% ↗	15.1% ↗	15.1% ↔	At the end of December 2022, there were 29 more children placed in external residential than the number on which the budget was set. This alone adds a pressure of c£7m to the placement budgets, however when also taking into account the expenditure on external placements costing more than £9k per week, and the number of unique care and support arrangements which have had to be arranged, then the full scale of the budget pressure is projected to be c£13.4m.	↗

Key:

Arrow:	Decreasing ↘	Increasing ↗	Static ↔
Colour:	Improving 	Worsening 	Static

Financial Narrative on the Portfolio's Position

3. At the end of December 2022, the Children and Young People Portfolio has a projected an overspend of £12.6m, an increase of £3.7m since September 2022. This increase arises primarily from an increase in the forecast for Children We Care For placement costs, a downturn in the expected in-year savings and increases in the cost for Direct Payments.
4. **Mainstream Placement Costs.** The mainstream placement forecast has increased by £2.1m since September with the projected overspend now reported at £13.4m. This excludes in-year improved commissioning actions which are expected to deliver £0.3m of mitigation towards this position.
5. The increase is largely due to the following factors:
 - **An increase in demand for external residential placements.** During the third quarter, a higher number of children started to be cared for compared to the number of children ceasing to be cared for. Alongside this, there were a higher number of external fostering placement breakdowns, resulting in an increase in externally commissioned residential care. During the same period however, there was an increase of nine children placed within internal fostering which has partly mitigated this demand. The net effect on the projection is an increase of £0.770m.
 - **An increase in the number of high-cost external residential placements.** There have been a further six external residential placements with a weekly cost of over £9k per week during the quarter. The financial impact of these high-cost placements is an increase in costs of £0.240m.

- **An increase in the number of unique care and support arrangements in unregistered settings.** There have been an additional nine young people subject to these arrangements since September. This cohort specifically relates to children and young people where there were critical incidents resulting from complex health and wellbeing needs. These placements were made because the service had no other alternative but to provide a 'bespoke' package of care to fulfil its statutory duty. These children are assessed as being highly vulnerable, complex and high risk, and these packages are being provided in the absence of any other specialist placements being available. All such cases are subject to close monitoring and scrutiny, and many prove to be short term arrangements to manage a period of crisis. However, the high costs have a disproportionate financial effect. The impact of the changes since September is an increase of £1.140m on the forecast.

6. The updated table below shows the position against each of those issues.

Type of Placement (Excluding Asylum)	Based on Values As AT The End Of December 2022				CWCF Variation	Projected Overspend (£) (Based on Budgeted Cost and CWCF Number)
	Budgeted Number of Children We Care For (CWCF)	Budgeted Average Weekly Cost (£)	Current Number of Children We Care For (CWCF)	Current Average Weekly Cost (£)		
External Residential *	81	£4,474	110	£5,532	29	£7,235,000
Independent Fostering	211	£963	200	£1,007	-11	(£691,000)
Independent Parent & Child Fostering	5	£1,450	7	£1,369	2	£59,000
In House Fostering	212	£386	213	£410	1	(£73,000)
In House Parent & Child Fostering	2	£731	2	£1,091	-	£85,000
Kinship	98	£209	83	£220	-15	(£155,000)
Placed for Adoption/Placed with Parents	60	£0	45	£0	-15	£0
External Residential Family Unit	3	£3,958	1	£3,255	-2	(£170,000)
Secure Unit	2	£7,211	1	£9,032	1	£314,000
Other Placement Types	80	N/A	66	N/A	-14	N/A
SUBTOTAL	754		728		-26	£6,604,000
External Residential - Additional Costs. 18 of the External Residential cases (included in the table above), cost significantly more than the average placement rate. The extra cost of these placements over the average £5.5k per week is reported separately. The weekly cost of these 18 placements range from £9.3k to £17k.						£2,496,000
Unique Cost and Support Arrangements for specific CWCF. Costs range between £9.5k and £33.6k per week.						£4,250,000
TOTAL						£13,350,000
Note: * There are 110 CWCF External Residential placements as at the end of December. This cohort includes 18 children whose placements cost in excess of £9k per week (statistical outliers). The £6.6m overspend reported as External Residential only includes up to £5.5k of these costs to demonstrate a comparable average unit cost against the budget set. The cost over the £5.5k for these 18 children (£2.5m), is shown separately to illustrate the financial impact of these specific cases.						

7. The mix of placement types continues to be significantly different from that assumed when the budget was set. Currently 15% of the children we care for (excluding disability and asylum) are placed in external residential care, compared to 10% for our statistical neighbours. A detailed recovery and action plan is in place to address areas within care planning and management practice, which will assist in reducing the proportion of children in external residential placements to a level more in line with our neighbours.

8. The weekly Entry to Care panel acts as the gateway for standard requests for children becoming looked after. The panel is not able to respond to emergency or very short notice requests and it is those that usually lead to reactive and potentially inappropriate entry to residential placements or unregistered arrangements. Most emergency entrants to care arise within the Family Safeguarding Service and there has been assertive work over the past quarter to improve the planning and intervention for those young people. The highest cost arises when children are placed in an emergency in unregistered care arrangements, with a common pathway out of those arrangements being into high-cost residential care.
9. The number of unique high-cost care arrangements which have had to be put in place are volatile because they are driven by crisis events, and by their very nature, are complex and require a bespoke solution. The view of the service is that this demand has a direct correlation with the trauma that children and young people experienced and continue to be harmed from, both during and following the Covid-19 pandemic. It is not possible to predict whether or not any further arrangements of this type will be made within this financial year, however there is greater confidence about the management and oversight of this to ensure that any such arrangements are time-limited and appropriate exit plans are established at an early stage.
10. To address the number of external residential placements at significantly higher than average cost, the Children's Commissioning Service is designing and building a suite of new commissioning tools, which include a Market Position Statement to further strengthen and develop the Placement Sufficiency Strategy. It is anticipated that this will increase the utilisation of local private markets and be delivered in a more cost-effective manner in the next financial year.
11. **Children With Disability Home Care and Transport Costs, Including Direct Payments.** The projection for these budgets has increased since September, resulting in a projected overspend of £1.9m. The primary reasons for this increase relate to:
 - The number and type of care at home packages which are required to prevent family breakdown or when it has been agreed that the child does need to become looked after but there are no suitable placements available, and
 - The rising cost of Direct Payments. There is an agreed per hour limit for standard Direct Payments, which has not been reviewed for recently. Increasingly, parents are unable to source Personal Assistants (PA's) at this standard cost. This can result in the child's needs increasing, leading to an enhanced Direct Payment rate needing to be made, at a higher cost. The child's needs can become so great that a PA cannot be sourced at all, leading to a bespoke care at home package being required. There is a likelihood for this level of overspend to increase further still if it is necessary to arrange further care at home packages before year end.
 - There is a specific action plan in place to establish and maintain greater oversight and analysis of what is a large and very complex budget. While the finance action plan is still in the implementation stage, it should be noted that there is a significant risk regarding the outturn position of the children's disability budget overall, but detailed monitoring is in place.

12. **Local House Project – Non-Delivery of £1.0m Saving.** In September 2022, it was reported that the project had delays and that the first young person was due to move into the project in November. Unfortunately, further delays have been experienced, particularly in relation to the recruitment of key staff who are required to ensure the project's success. A cohort of 12 young people have been identified as being suitable for the project, with profiling of further young people being undertaken. Subject to no further delays and dependent on the local housing providers in the County identifying suitable accommodation, the service is confident that the majority of the £1m saving will be delivered in 2023/24.
13. **Family Safeguarding Implementation and Adult Workers.** The initial projections for the one-off implementation and in-year costs of the adult-facing workers have been revised to reflect the likely staffing start dates. This has resulted in a reduction of £0.180m in the projection.
14. **Family Safeguarding Additional Agency Staff.** In order to stabilise the teams, ensure all statutory cases are allocated to a suitably qualified and experienced social worker and in preparation for the full Ofsted inspection anticipated before the end of the financial year, it has been necessary to increase the agency staff support for Family Safeguarding. This has resulted in the projected overspend increasing by £0.180m to £0.370m since September.
15. **Family Safeguarding Section 17/ Children We Care For non-placement costs.** While the primary reason for the overspend against these budgets remains the cost of care at home packages, the use of home support packages within the Family Safeguarding Service has significantly reduced over this quarter. Currently there are no such packages in place and any that may arise in the future will be time limited and directly overseen by the relevant Head of Service. As a result, the overspend has reduced since September 2022 and now stands at £0.5m.
16. **Fostering Allowances Inflationary Pressure –** As previously reported, the annual inflation increase applying to in-house foster care allowances, special guardianship allowances and adoption allowances is linked to the staff pay awards for the NJC staff group. The pay award for that staff group has now been agreed and consequently, the allowances have been uplifted by 6.4% backdated to 1st April 2022. Within the 2022/23 budget, there is an allocation of 3.75% built-in, meaning that the increase to 6.4% has resulted in a £0.3m inflationary pressure. This shortfall has been addressed in the 2023/24 budget.

Mitigations

17. **In-house Residential Staffing.** The projected underspend in relation to in-house residential staffing has not significantly changed since September and now stands at £1.3m. This forecast takes into account projected new starters - however if any of those new starters choose not to begin or there are delays in their onboarding then the forecast will change. Recruitment is still actively taking place and an employee referral scheme for this service is now in place. The continued difficulty in recruiting staff means that Blue Cove children's home with three beds remains non-operational which is a contributing factor to the overspend on mainstream placement.

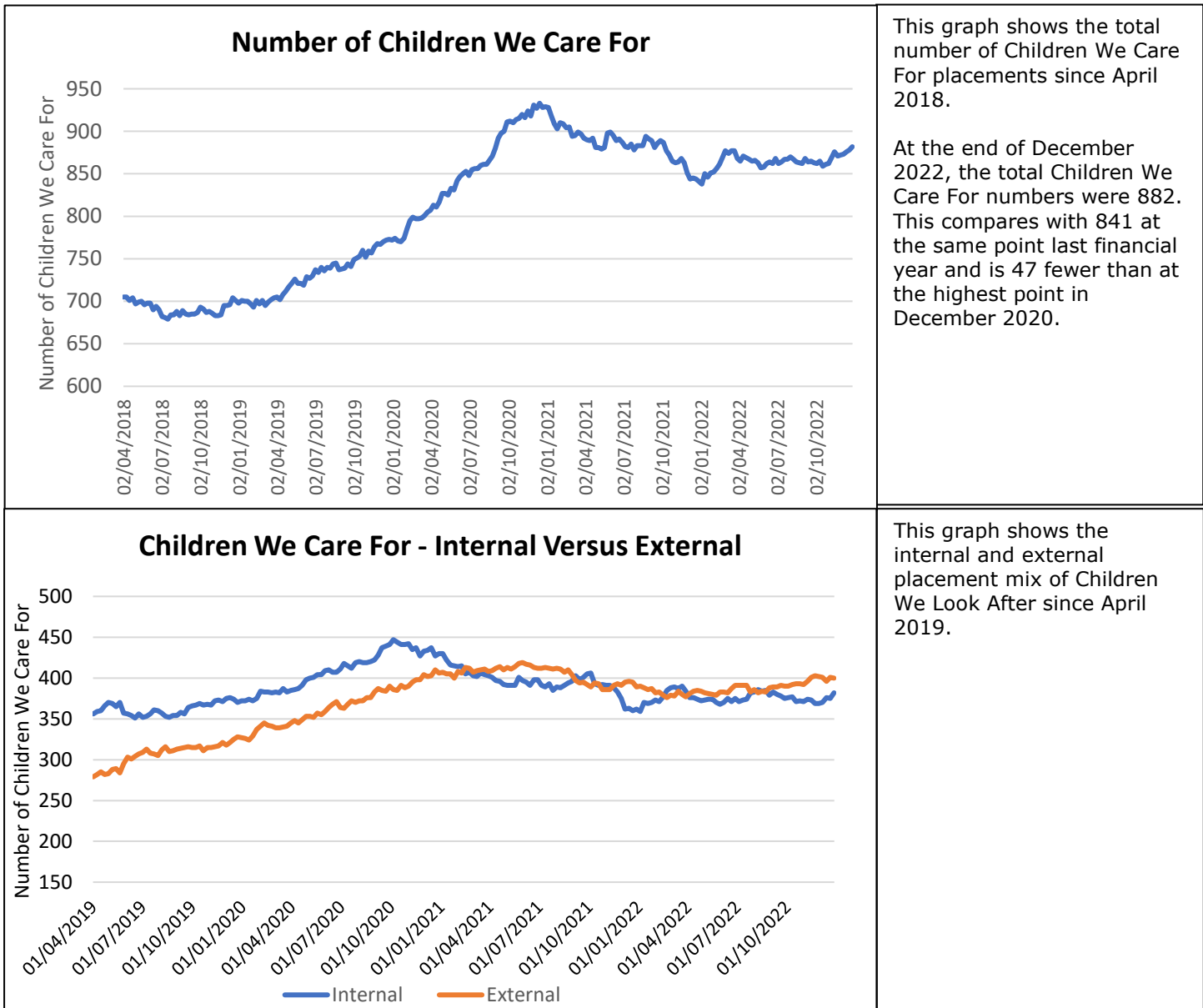
18. **Improved Commissioning** £1.170m of in-year mitigations are currently profiled to be delivered before 31st March 2023. These savings relate to the commissioning projects of 16+ step down from residential, Local House Project, and under-16 step down to fostering. For each of the strands, young people have been identified and dates for step downs or placement moves have been estimated, leading to the forecast of £1.170m cost reductions being achieved before year end.
19. **Early Help Staffing.** The underspend against Early Help staffing has increased slightly since September and now stands at £1.360m. Recruitment is still actively taking place and an employee referral scheme for this service is now in place. Recent rounds of recruitment have proved to be more successful and there is optimism that the service will be almost fully staffed going into the new financial year.
20. **Intentionally Homeless.** There has been little change to the projection for Intentionally Homeless since September, with the projected underspend now £0.580m. There has been a small decrease in the number of families being supported since September, but the future level of families requiring support still remains very uncertain.
21. **Conclusion.** The finance situation for the Children's portfolio remains volatile but there are appropriate actions in place to manage this and ensure all possible mitigations are in place. Whilst there is clarity about the reasons for the projected overspend (particularly against the placement budgets), being able to effect sufficient change to recover some or all of the current position in year remains a considerable challenge and the actions taken to date have not been able to reduce the level of demand and increased cost. There remains a risk that the financial position may deteriorate further still before year end, but senior managers continue to implement actions to try and mitigate against this.
22. The main ambition of the Children's Leadership Team is to reduce the proportion of children and young people in external residential placements to a level more in keeping with neighbouring authorities, but this will take time to impact and is dependent on the sufficiency of other placement arrangements such as fostering.

Covid-19 Expenditure Update

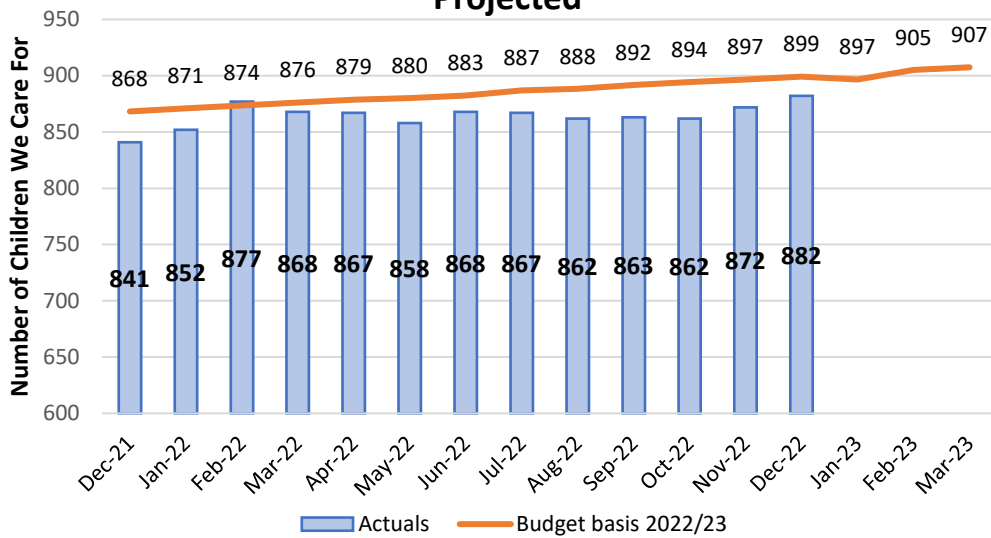
23. Within the Children's and Young Peoples Portfolio, a project to recruit qualified social workers from overseas to assist the recruitment and retention challenges within social care has commenced. Thirty-five qualified and experienced social workers from South Africa have accepted offers of employment and resettlement.
24. Looking forward and reviewing likely future staffing vacancy levels, it is clear that a significant vacancy gap is likely to remain in 2023/24. Therefore, the Children's Leadership Team are planning to repeat this exercise and attempt to recruit further overseas workers in January 2023 with an expectation of the second tranche of workers starting in the summer of 2023.
25. The projected cost to recruit these two cohorts of Social Workers is estimated to be around £1.3m. It is proposed that the carry forward Covid-19 grant is utilised to fund these one-off project costs following the impact of the pandemic on the social work profession. The current budget position assumes £1.0m will be spent in 2022/23, with the remaining funds being drawn in 2023/24.

26. Further eligible Covid-19 expenditure has been identified within the Children and Young People’s Portfolio relating to the increased cost of care provision due to the growing complexity of children’s mental health and wellbeing. Further allocation of the remaining Covid-19 grant will be taken as part of the year end process.

Cost Drivers Information



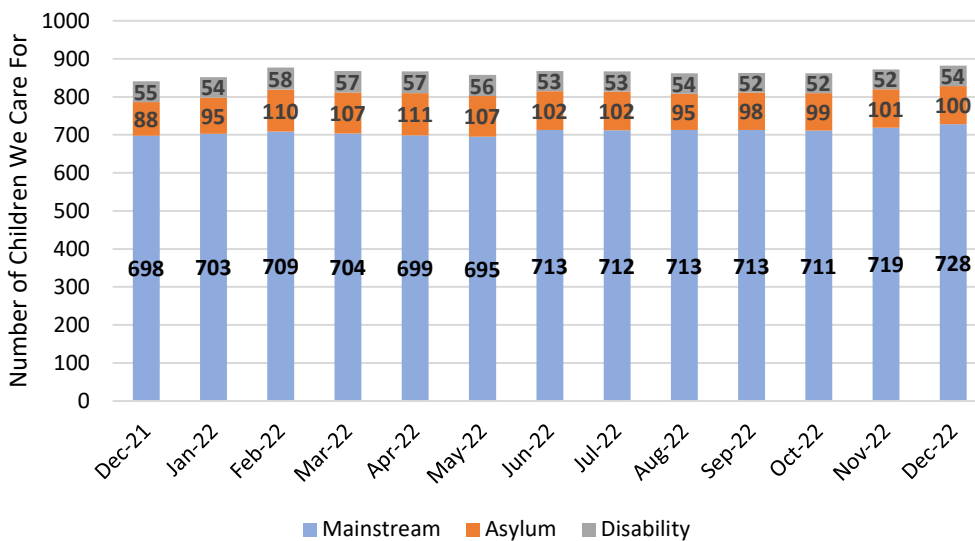
Number of Children We Care For - Actual Versus Projected



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

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

Children We Care For Volumes - Rolling 12 Months

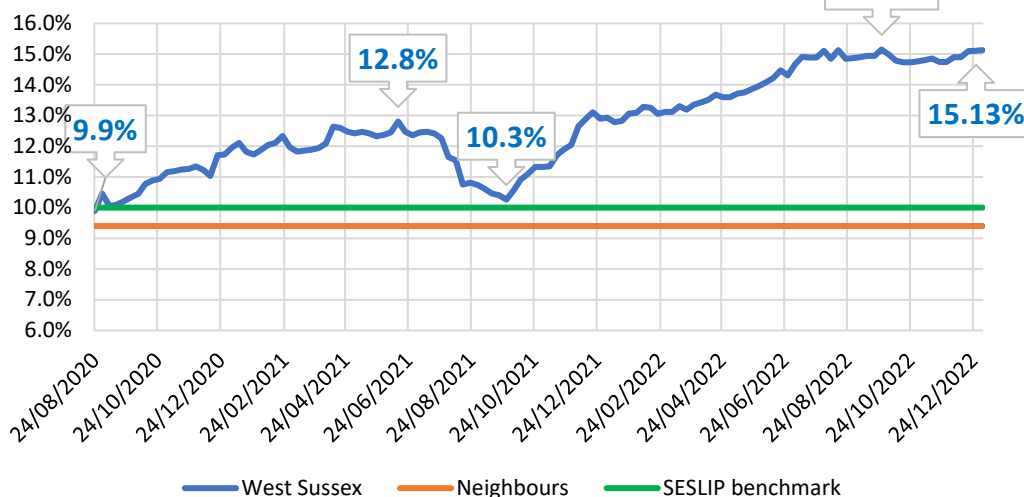


This graph shows the total number of Children We Care For placements by:

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

The Council's revised allocation of Unaccompanied Asylum-Seeking Children (UASC) under the National Transfer Scheme is 177. As at the end of December, the number of UASC was 100.

% Mainstream Children We Care For in Agency Residential



This graph compares the proportion of the mainstream Children We Care For who are placed in external residential placements compared with the South East Sector Led Improvement Programme (SESLIP) "best practice" figure and that of the Council's similar neighbours.

Savings Delivery Update

27. In addition to the £2.150m of 2022/23 planned savings, there remains £1.050m of savings from the 2021/22 financial year which were not delivered on an on-going basis. To ensure that these savings are monitored and delivered, all of these savings are detailed in the table below:

Saving Activity	Savings to be Delivered in 2022/23 £000	December 2022		Narrative	2023/24
National House Project	1,000	1,000	R	The House Project has been affected by delays in being able to recruit to key posts within the project. Based on the revised plan, the first young person is now expected to move into their tenancy during Q1 2023/24. Given this, it is realistic to expect that the majority of the £1m savings will be delivered in 2023/24.	G
In-house Residential Programme: Reduced independent placement costs	300	300	G	Delays in re-opening Blue Cove (formerly May House) mean that the permanent delivery of this saving will be delayed and may even fall into 2023/24. The saving is mitigated in year however, through underspending within the residential staffing budget given the current problems being experienced in recruiting sufficient staff to be able to safely re-open.	G
Improved Commissioning for Children's Social Care Service: Improved Joint Commissioning	400	400	G	Discussions in relation to the implementation of a pan-Sussex Resource Allocation System for children's continuing health care are continuing with partners in Health. In the meantime, a thorough review of cases which are jointly funded with Health has been undertaken during the first two quarters of 2022/23, the outcome of which is a decrease in expenditure on these cases for Children's Social Care. So long as the position for the first two quarters is maintained for the remainder of the year, this saving can now be rated as being on track.	B
Improved Commissioning for Children's Social Care Service: Under 16's Step Down to Fostering	700	700	G	The rating against this saving has been upgraded to green. Six children have already stepped down to a less costly placement with a further five expected to follow before the end of the financial year.	B
Improved Commissioning for Children's Social Care Service: Over 16's Step Down from Residential	500	500	G	Ten young people have now stepped down, with a further nine profiled to follow before the year end. If everything remains as profiled then this saving is on track to deliver £1.4m in total, providing mitigation against other savings targets which are either underperforming or have been delayed.	B
Improved Commissioning for Children's Social Care Service: Over 16's Recommissioning	100	100	B	Saving delivered by recommissioning of contracts for accommodation and support for young people aged 16+.	B
Early Help Restructure	200	200	B	Saving delivered.	B

Savings Key:

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

Capital Programme

Performance Summary - Capital

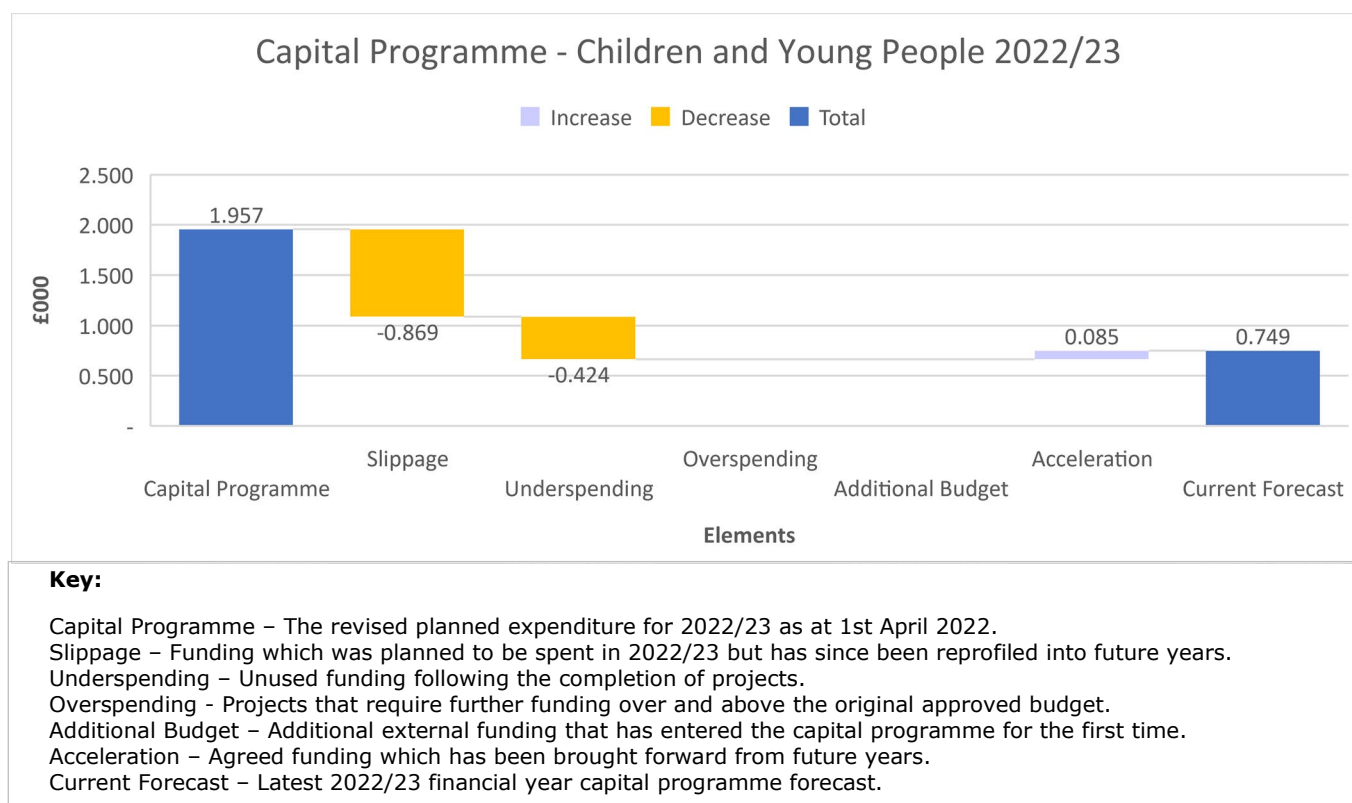
28. There are five schemes within this portfolio and all five scheme in delivery are rated amber, indicating that there is an issue influencing the project, but that it can be dealt with by the project delivery team. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at Dec 2022	Reason	Latest RAG Status	Updated Position
Children's Emergency Accommodation Laundry Cottages	AMBER	Time delay as site visit discovered evidence of bats	AMBER	A nocturnal survey is to be undertaken in May 2023
Children's In-House Phase 2 – High Trees	AMBER	Time delay as the Planning Authority has requested an extension due to ecology and water neutrality issues	AMBER	Planning extension to Jan 2023 expected to be extended to Feb 2023
Children's In-House Phase 2 – Orchard House	AMBER	Time delay. Planning consent remains outstanding for access road.	AMBER	A tender relaunch is scheduled for Jan 2023
Children's In-House Phase 2 – 18 Teasel Close	AMBER	Time delay as the Planning Authority has requested an extension due to ecology and water neutrality issues	AMBER	Pre-Tender estimates indicate additional funding required
West Green Family Time Hub	AMBER	Time delay due to Planning Application submissions	AMBER	Planning Application to be submitted in Jan 2023, the impact of delay to be accessed

Finance Summary - Capital

29. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £5.230m for 2022/23. Budget of £3.273m originally profiled to spend in 2022/23, was accelerated into 2021/22, revising this year's capital programme to £1.957m.

30. Since this time, the profiled spend has decreased overall by £0.749m to give a current year end projection for 2022/23 of £1.618m. Of this decrease, -£0.869m relates to slippage, -£0.424m relates to underspending on schemes where funding will be returned to enable future projects and £0.085m relates to a project where funding has been accelerated from future years.



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

- **Slippage: -£0.869m. Movement since Q2 report: -£0.869m.**
 - **Supervised Contract and Early Help – (£0.350m)** – Funding for these projects was included in the pipeline plan, however the business cases for these scheme are taking longer than first anticipated, therefore funding has been reprofiled into future years.
 - **Orchard House Children’s Home – (£0.519m)** – There have been delays in receiving tenders and obtaining a performance bond from the selected contractor. This has delayed the contract award and consequently the construction estimated start date. Funding has been reprofiled into 2023/24.
- The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

Risk

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

Agenda Item 6
Section 2

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR61	A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	15	15
CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.	15	15
CR72	The government have stipulated that from 9 th September 2021, children in care under 16 will not be allowed to be accommodated in unregulated placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs , which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.	12	12

34. Further details on all risks can be found in **Appendix 4** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

Learning and Skills Portfolio - Summary




Performance Summary




1. The Portfolio has a number of performance highlights to report this quarter:
 - Ofsted inspections of schools continue to provide positive outcomes leading to over 93% of West Sussex children attending Good or Outstanding schools. Work is being done to embed the newly implemented schools MIS system to better collate and analyse school attendance and the attendance of those children on part-time timetables. An attendance strategy is being developed with support from a DfE Attendance Adviser to establish a multi-disciplinary attendance team to support schools in tackling persistent absence by the end of this academic year.
 - The Education and Learning Strategy 2022-25 has been through scrutiny in January and now being shared with partners and will remain an online document, recognising that national policy in education is uncertain and likely to be fleshed out further over the lifetime of the Strategy. Detailed workstreams and action plans are being developed to drive forward key initiatives. KPIs are also being aligned to County Plans. Our focus on tackling disadvantage and supporting the achievement of our most vulnerable children including those with SEND, in care or subject to exploitation or involved in crime is a key priority. This involves improving provision with our schools, targeting additional support, and ensuring sufficient specialist support for those children with SEND either in our mainstream schools or those specialist settings meeting the needs of our more complex students.
 - An action plan and High Needs Recovery plan is in place to recover ground and increase the proportion of assessments for Education, Health and Care Plans (EHCPs) being completed within the 20 week deadline and the Council is involved with the government's Delivering Better Value (DBV) programme to reduce pressure on the High Needs Block and has also commissioned some work from IMPOWER, an organisation supporting local authorities nationally, to help develop strategies to decrease escalation for formal assessments where there are other alternative support mechanisms for children and schools rather than an EHCP.

Our Council Performance Measures

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Agenda Item 6
Section 3

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
21	Measure: The percentage of young people attaining Grade 4 and above for Maths and English GCSE by age of 16 years old Reporting Frequency: Annually (October)	67.5%	2020/21	2021/22	2022/23		G
			72.2%	75.2%	69.4%		
Performance Analysis: Dec-22: Due to the impact of the Covid-19 pandemic, most exams and assessments did not take place in the 2019/20, or 2020/21 academic years. The government also announced that it would not publish school or college level results data on Compare school and college performance (also commonly referred to as school and college performance tables) in autumn 2020 or autumn 2021, and that this data would not be used to hold schools and colleges to account. The DfE have also made clear that results data from 2020/21 will not be used in school and college level performance measures in future years. For 2022 results these are provisional data and further updates will be available during the Autumn/Spring Term 2022/23. The 2022 data shows that West Sussex has a much higher percentage of 4+ in English and Maths compared to England (64.3%) but a little lower than the South East (70.7%) and our statistical neighbours (70.1%). Latest National Rank = 60 and West Sussex is in Quartile B. Actions: The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement.							
25	Measure: Percentage of schools with OFSTED rating 'good' or 'outstanding' Reporting Frequency: Quarterly	90.0%	Jun-22	Sep-22	Dec-22		G
			89.1%	88.4%	91.4%		
Performance Analysis: Dec-22: The total for West Sussex schools that are judged good or outstanding is at an all-time high of 91.4%. For December 2022, the percentage for each school phase is: Primary Schools = 89.9%; Secondary Schools = 97.4%; Special Schools = 100% Actions: The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement.							
26	Measure: Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools Reporting Frequency: Quarterly	89.0%	Jun-22	Sep-22	Dec-22		G
			90.1%	90.2%	93.6%		
Performance Analysis: Dec-22: The total for West Sussex pupils in schools that are judged good or outstanding has increased to and all time high of 93.6%. For December 2022, the percentage for each school phase is as follows: Primary Schools = 89.7%; Secondary Schools = 98.7%; Special Schools = 100% Actions: The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement.							

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
27	Measure: Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2 Reporting Frequency: Annually (October)	68.0%	2018/19	2019/20	2022/23		R
			61.8%	62.7%	55.0%		
Performance Analysis: Dec-22: For Key Stage 2 in 2022 provisional SATS results have been released nationally and the picture is lower than in 2019, mainly due to the Covid-19 pandemic having an adverse effect on students, especially in Writing. West Sussex is lower than national and south east in most subjects, especially writing (and, therefore, Reading, Writing and Maths (RWM) Combined). West Sussex is in line with national outcomes for reading but 6% below national for writing. All areas have got a lower percentage, England and the South East was 59%, in RWM at expected standards compared to before the pandemic and this is particularly the case across the board in writing results. We have a marked trend of underachievement in writing. It is entirely teacher assessed. West Sussex manage the moderation of the writing. This will need to be evaluated as a process. It affects all groups of pupils, and it must be a priority to understand the reasons lying behind this underachievement and to address the root causes.							
Actions: The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement. Additional school led improvement projects are used to support schools in difficulty, where teaching and leadership requires additional support to improve, and where outcomes for pupils are too low.							
28	Measure: Average attainment 8 score of students at Key Stage 4 including English and Maths Reporting Frequency: Annually (October)	48.3	2020/21	2021/22	2022/23		G
			50.3	51.6	49.0		
Performance Analysis: Dec-22: Due to the impact of the Covid-19 pandemic, most exams and assessments did not take place in the 2019/20, or 2020/21 academic years. The government also announced that it would not publish school or college level results data on Compare school and college performance (also commonly referred to as school and college performance tables) in autumn 2020 or autumn 2021, and that this data would not be used to hold schools and colleges to account. The DfE have also made clear that results data from 2020/21 will not be used in school and college level performance measures in future years. For 2022 results these are provisional data and further updates will be available during the Autumn/Spring Term 2022/23. Data for 2022 shows that West Sussex has a higher attainment 8 score compared to England (47.1) and our statistical neighbours (48.9) but a little lower than the South East (50.0). Latest National Rank = 57 and West Sussex is in Quartile B.							
Actions: To improve performance, all secondary schools in the county have taken specific actions to address any areas of concern such as develop action plans, share practice with other schools, become examiners. The council brokers individual support for maintained and some academy schools that are vulnerable in some way through Area Inclusion Improvement Board (AIIB).							
29	Measure: Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2 Reporting Frequency: Annually (October)	20.0%	2018/19	2019/20	2022/23		R
			23.4% (Target in 2018/19: 24%)	25.3% (Target in 2019/20: 24%)	22.8%		
Performance Analysis: Dec-22: For Key Stage 2 in 2022, provisional SATS results have been released nationally and the picture is lower than in 2019, mainly due to the Covid-19 pandemic having an adverse effect on students, especially in Writing. However, provisional results show that the disadvantaged gap is only 0.4% worse than national (22.4%) but is 3.9% narrower than the South East (26.7%). We have a marked trend of underachievement in writing. It is entirely teacher assessed. West Sussex manage the moderation of the writing. This will need to be evaluated as a process. It affects all groups of pupils, and it must be a priority to understand the reasons lying behind this underachievement and to address the root causes.							
Actions: Actions: Closing the gap that exists between disadvantaged students and their non disadvantaged peers remains a key priority nationally and for the local authority. As part of the Covid-19 recovery plan, the government have provided a national tutoring programme to provide additional support for children who may have fallen behind along with access to computers for those disadvantaged pupils who had more restricted access to technology at home. The local authority is not engaged in this directly as the relationship has been established directly between central government and schools. West Sussex County Council has provided a broad programme of professional development and support to schools which has included training courses, networks and a school to school led programme of training and support, targeted at those schools with a high differential between outcomes for disadvantaged and their non disadvantaged peers. This has involved an external partner.							

Agenda Item 6
Section 3

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
30	<p>Measure: Combined percentage of 16-17-year-olds that are Not in Education, Education and Training or whose activity is not known (3-month average Dec-Feb annually)</p> <p>Reporting Frequency: Monthly for December - February only.</p>	6.5%	Jan-22	Feb-22	Nov-22		G
	<p>Performance Analysis: Dec 22: Under the Education and Skills Act 2008 (ESA 2008) local authorities have a duty to track 16- and 17-years old's Education, Employment or Training (EET) status. The 3-month LA assessed figures are only publicly comparable with other regions and Local Authorities in the 3-month assessed period of December-February in each cycle, as each LA has gone through the process at different stages for September through to November and through the tracking process during the winter. The DfE does not monitor 'not knowns' between June/July and September and, therefore, Local Authorities are advised not to benchmark their performance against others during this period. The first "benchmarking" period, which will be higher than other months, where figures will be released for the end of December 2022 in late January 2023. The combined figure for NEET and Not Knowns in for November 2022 was 11.8%, 2.0% better than the corresponding period last year.</p> <p>Actions: Our team of careers advisors continue to offer support in a far more targeted way to help young people struggling to fulfil their career potential. Many are gradually re-engaging with education and training, many building up their confidence and skills by starting on short term employability courses before moving on to more full-time education, training or employment opportunities. There remains a number of young people with complex issues for whom we are working with our partners to ensure the right support is made available for them so that they can also progress.</p>		5.5%	6.0%	11.8%	↓	

Finance Summary

Portfolio In Year Pressures and Mitigations (Local Authority)

Pressures	(£m)	Mitigations and Underspending	(£m)	Year End Budget Variation (£m)
Covid-19 pandemic forecast expenditure - College placements and delayed Educational Psychologist assessments	£0.304m	Covid-19 Grant – Assumed funding	(£0.304m)	
Mainstream Home to School Transport costs-inflationary pressures on coach and public transport contracts.	£0.630m	Net staffing underspending - vacancies Educational Psychology Service, School Crossing Patrol and SEND and Inclusion Service.	(£0.392m)	
SEND Home to School Transport – including increasing Alternative Provision transport costs and internal escort provision	£0.100m	Minor variations	(£0.147m)	
Undelivered saving relating to traded services, following the DfE announcement that LA's will no longer be able to provide the role of Appropriate Body for Early Career Teachers and shortfall in Leadership and Governance income.	£0.150m			
Crawley Schools PFI – Inflation	£0.500m			
Learning and Skills Portfolio - Total	£1.684m		(£0.843m)	£0.841m

Dedicated Schools Grant - Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year End Budget Variation (£m)
Initial estimated budget deficit identified during 2022/23 budget setting	£6.000m	Staffing underspends within Education and Skills	(£1.316m)	
Independent and Non-maintained Sector Placements	£4.176m	Growth Fund balance	(£0.152m)	
Cost of temporary accommodation	£0.862m	Other minor underspends	(£0.425m)	
Post-16 Further Education Colleges	£1.502m			
Post-16 Independent Specialist Providers	£0.899m			
Exceptional Needs Funding and Top-Ups	£1.142m			
Specialist Support	£4.912m			
Dedicated Schools Grant - Total	£19.493m		(£1.893m)	£17.600m

Significant Financial Issues and Risks Arising (Local Authority)

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Action	Trajectory	
Destination mix of pupils with an Education, Health and Care Plan (EHCP) receiving transport Approximately one third of our children with an Education, Health and Care Plan (EHCP) also receive transportation to their school.	No. of pupils with EHCP transported to a mainstream school / SSC	212 (10.1%)	211 (9.9%)	↔	208 (9.8%)	↔	228 (10.3%)	↗
	No. of pupils with EHCP transported to a special school	1,316 (62.8%)	1,328 (62.3%)	↘	1,346 (63.3%)	↘	1,386 (62.8%)	↗
	No. of pupils with EHCP transported to independent placements	549 (26.2%)	568 (26.7%)	↗	571 (26.8%)	↔	592 (26.9%)	↗
	No. of pupils with EHCP transported to other placements	18 (0.9%)	23 (1.1%)	↔	N/A	N/A		
	Total no. of pupils with EHCP transported	2,095 (100%)	2,130 (100%)	↗	2,125 (100%)	↘	2,206 (100%)	↗
Transport type mix of pupils with an Education, Health and Care Plan (EHCP) receiving transport Approximately one quarter of our children with an Education, Health and Care Plan (EHCP) who receive transport are transported on the County Council fleet. However, the majority are transported in an external taxi or minibus. This is an expensive option, and as a result, a parental mileage rate has been introduced to encourage parents to transport their own child to and from school instead.	No. of pupils with EHCP transported in an external taxi/minibus	1,421 (67.8%)	1,429 (67.1%)	↘	1,346 (63.3%)	↘	1,404 (63.7%)	↗
	No. of pupils with EHCP transported on County Council fleet	563 (26.9%)	584 (27.4%)	↗	643 (30.3%)	↗	654 (29.6%)	↘
	No. of pupils with EHCP transported by parents	111 (5.3%)	117 (5.5%)	↗	136 (6.4%)	↗	148 (6.7%)	↗
	Total no. of pupils with EHCP transported	2,095 (100%)	2,130 (100%)	↗	2,125 (100%)	↘	2,206 (100%)	↗
<p>The number of complex cases continues to increase and current special school places have now reached full capacity leading to increased places in independent sector. Increasing the number of children being educated in the independent sector and away from their communities also increases the costs of transport.</p> <p>The decision to have an internal fleet is a long-term strategic one. It means that in areas with fewer suppliers or where prices are unsustainably high the Council can moderate the impact on our spending and overall costs. Whilst there are over 100 minibus routes, the insourcing last year focused on expensive accessible vehicle routes and/or where the biggest cost reductions could be made.</p>							↗	

Agenda Item 6 Section 3

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Action	Trajectory
<p>Total number of routes required to transport pupils with an Education, health and care Plan (EHCP).</p> <p>The number of externally contracted routes being undertaken has been on the increase over the last few of years.</p>	No. of transport routes	698	717	688	718		↗
<p>Percentage of pupils with an Education, Health and Care Plan (EHCP) receiving transport requiring a solo taxi.</p> <p>The biggest area of increased spend over the last couple of years has been in relation to solo taxis. Pupils receive solo taxi transport from home to school because of age, SEND or other circumstances e.g., behaviour. Analysis shows around 35% of the pupils travelling alone in a solo taxi is due to needs, whilst the remaining 65% are due to geography/only child at the school.</p>	No. of single occupancy taxi routes	305	322	298	318		↗

Key:

Arrow:	Decreasing	↘	Increasing	↗	Static	↔
Colour:	Improving		Worsening		Static	

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

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Action	Trajectory
<p>Placement mix of pupils with an Education, Health and Care Plan (EHCP)</p> <p>Our High Needs expenditure within West Sussex is largely driven by the number of pupils with an Education and Health Care Plan (EHCP). The 22/23 budget has been set on the basis of a further 450 pupils this year. Overall growth so far this year is significantly above this, although the proportion of these children being placed in more costly placements within the independent sector has remained the same.</p>	No of pupils with EHCP in mainstream school	1,988 (30.5%)	2,073 (31.0%)	1,963 (28.9%)	1,995 (29.2%)		↗
	No of pupils with EHCP in special school / SSC	2,273 (34.9%)	2,294 (34.3%)	2,286 (33.7%)	2,292 (33.6%)		
	No of pupils with EHCP in independent placements	715 (11.0%)	737 (11.0%)	729 (10.7%)	768 (11.2%)		
	No of pupils with EHCP in post school placements	1,215 (18.7%)	1,192 (17.8%)	1,415 (20.8%)	1,348 (19.7%)		

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Action	Trajectory
	No of pupils with EHCP in other placement type	319 (4.9%)	398 (5.9%) ↑	394 (5.8%) ↔	434 (6.3%) ↑		reviews in post-16. The increasing level of placements in the independent sector is largely due to lack of capacity in WSCC's settings. In the medium term, it is expected that the number of independent sector placements will continue to rise at a faster rate.
	Total no of pupils with EHCP	6,510 (100%)	6,694 (100%) ↑	6,787 (100%) ↑	6,787 (100%) ↑		

Key:

Arrow:	Decreasing ↘	Increasing ↗	Static ↔
Colour:	Improving (Green)	Worsening (Red)	Static (Yellow)

Financial Narrative on the Local Authority Portfolio's Position

- As at December, the Learning and Skills Portfolio is projecting a £0.841m overspend, a decrease of £0.430m when compared to September. The main variations within the portfolio are described below.
- Mainstream Home to School Transport.** This budget continues to project an overspend of £0.6m due to inflationary wage pressure as a result of:
 - increases in the minimum wage,
 - fuel costs,
 - insurance costs and maintenance costs for vehicles,
 - inflation rises for season tickets and coach contracts.
- SEND Home to School Transport.** This area has come under pressure as fuel costs have soared. A number of taxi companies have handed back a number of school routes this year and some retendering exercises have seen cost increases in the region of 20%. As a result, the Transport Bureau have increased the fuel support payments to suppliers and also the mileage reimbursement rates paid to parents from 25 pence per mile to 30 pence from September 2022.
- There is also an increasing demand for Alternative Provision transport due to increasing numbers of pupils requiring transport following the closure of the Worthing site at Northbrook College.
- Since the beginning of the new academic year, more transport routes have been taken over by the internally managed fleet managed by Highways and Transport, and this has meant that the projected overspend within Education has fallen by £0.2m over the last quarter (whilst highways has seen a similar increase in their projection).
- Shortfall of Traded Income (Undelivered Savings).** Reduced traded income following the Department for Education's announcement that Local Authorities will no longer be able to provide the role of Appropriate Body for Early Career Teachers from September 2023. In view of this, the decision has

Agenda Item 6

Section 3

been taken for the County Council not to offer the Appropriate Body role for new two-year registrations from September 2022 (unless the Early Career Teacher will complete before September 2023). The 2023/24 budget includes £0.1m to cover this income loss going forward.

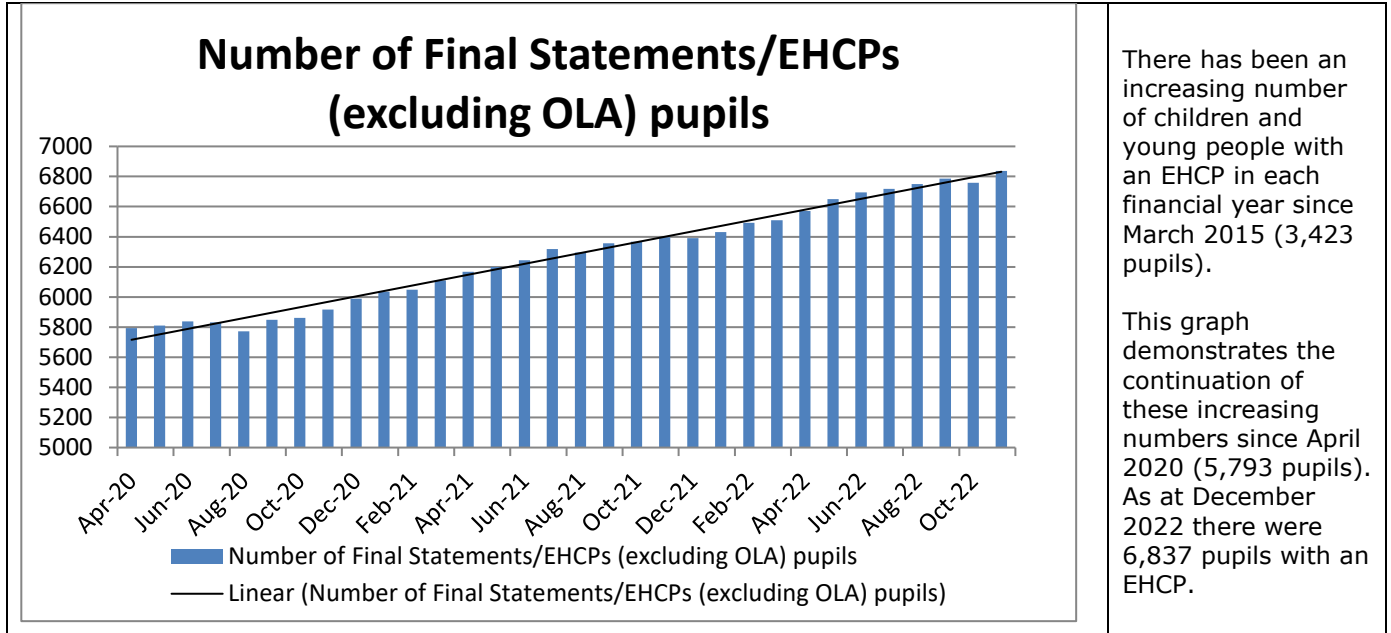
9. In addition, school trading income has not grown significantly following the Covid-19 pandemic, leading to a shortfall against income targets. Overall, the £0.150m planned savings from 2021/22 are no longer expected to be delivered.
10. **Crawley Schools PFI Inflation.** The budget is projected to overspend by £0.5m in 2022/23 due to inflationary pressure on the unitary charge payment and utility costs. Utility costs are reconciled in arrears under contract mechanisms, meaning a firm figure is unlikely to be known until later in the year and a risk of higher costs remains given the current market volatility.
11. **Staffing Vacancies.** £0.392m of staffing underspending within the Educational Psychology Service, School Crossing Patrol Service and SEND and Inclusion Service teams are forecast this year as services continue to experience recruitment difficulties.

Financial Narrative on the Dedicated Schools Grant Position

12. The Dedicated Schools Grant (DSG) budget position, as at the end of December, is projecting an overspending of £17.600m against County Council's DSG allocation from government in 2022/23. This overspending will be transferred to DSG reserve at the end of the year, thereby increasing the DSG deficit to £43.2m. The main variations are described below.
13. **Independent and Non-maintained Sector.** The current projected outturn overspend of £4.176m is based on a continuation of the existing 793 placements at the end of December plus further growth of 15 over the remaining months of the year.
14. **Cost of Temporary Accommodation.** - Temporary classrooms have now been installed at St Anthony's, Manor Green College and Cornfield special schools in order to help reduce the number of pupils being placed in the independent sector. Since these classrooms are being hired, the £0.862m cost incurred cannot be charged to the capital programme.
15. **Post-16 Further Education Colleges.** This budget overspent by £1.2m in 2021/22 due to the number of additional placements incurring a cost increasing by 53 during the year (compared to a budgeted increase of 17 placements). The £1.502m projected overspend in 2022/23 is based on a continuation of the number of pupils in the 2021/22 academic year.
16. **Post-16 Independent Specialist Providers.** This budget overspent by £0.7m in 2021/22 due to the number of additional placements incurring a cost increasing by 18 during the year (compared to a budgeted increase of three placements). The £0.899m projected overspend in 2022/23 is based on a continuation of the number of pupils in the 2021/22 academic year.

17. **Exceptional Needs Funding and Top Ups.** Increased budget shares in special school academies to reflect the increased number of planned places and additional pupils in mainstream schools receiving top-up funding through an Individually Assigned Resource (IAR). This has led to a £1.142m overspend being forecast.
18. **Specialist Support.** Expenditure for specialist support has grown significantly over the last couple of years, with this budget overspending by £1.4m in 2021/22. This pressure has increased during the current year due to increasing challenges in finding specialist placements, leading to a £4.912m overspend current forecast.
19. **Staffing Vacancies.** A £1.317m underspend from staffing vacancies is forecast, which primarily relate to the Early Years' Service which was restructured at the beginning of the year. In addition, there have been challenges in recruiting staff to support the change programmes.
20. **Growth Fund Commitments.** £2.415m has been allocated to 14 primary schools and 24 secondary schools (including five primary and 13 secondary academies) from the Growth Fund. A further allocation of £0.033m has also been made to one secondary school to top up its summer term funding. The remaining balance of £0.152m is unlikely to be spent this year.

Cost Drivers Information



<h3 style="text-align: center;">Net Total of New EHCPs</h3>	<p>So far this year numbers have risen at a slightly faster rate than over the two previous financial years. The number of new EHCPs have increased by a further 327 as at the end of December 2022.</p> <p>We are expecting overall EHCP numbers to continue to rise sharply.</p>
<h3 style="text-align: center;">Net Change in Independent and Non-Maintained Placements</h3>	<p>Although total EHCP numbers have gone up by 5% so far this year, the number of pupils in Independent and Non-maintained Sector (INMS) settings has risen by 7%.</p>

Covid-19 Expenditure Update

21. As the pandemic continues, there remains a need to provide quality services and assistance to residents. Within the Learning and Skills portfolio, some final invoices relating to the backlog of specific psychology assessments have been received, along with the final summer term for a number of specific college placements which were impacted by the pandemic. This has led to £0.304m of the non-ringfenced Covid-19 grant being earmarked for 2022/23.

Savings Delivery Update

22. In addition to the £0.225m of 2022/23 planned savings, there remains £0.675m of savings from the 2021/22 financial year which were not delivered on an on-going basis. To ensure that these savings are monitored and delivered, all of these savings are detailed in the table below:

Saving Activity	Savings to be Delivered in 2022/23 £000	December 2022		Narrative	2023/24
Improve School Trading Offer	175	25	B	Saving achieved. Inclusion team have delivered their target.	B
		150	R	Any improved trading income has been offset by a shortfall of income within Leadership and Governance and reduced traded income following DfE announcement that LAs will no longer be able to provide the role of Appropriate Body for Early Career Teachers.	G
Home to School Transport – Increased Internal Fleet	340	340	B	Saving achieved. Phase 1 savings of £0.120m were delivered because of action taken in 2020/21. During 2021/22, 27 accessible minibus routes were insured which has saved a further £0.220m in a full year.	B
Home to School Transport – Greater Taxi Competition	160	160	B	Saving achieved. This saving has been delivered through keener pricing from taxi firms at the beginning of the academic year in 2021/22.	B
Increase in Council's Top Slice of Early Years DSG to Compensate for Lost Central DSG Grant Funding Used for Wider Benefit of Children and Young People	225	225	B	Saving achieved. Centrally retained element of the Early Years DSG block was increased from 4.5% to 5% when the 2022/23 budget was set.	B

Savings Key:

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

Capital Programme

Performance Summary - Capital

23. There are 47 schemes within the portfolio. Nine of the schemes in delivery are rated green, indicating that the project is reporting to plan and Nine schemes are rated at amber, indicating that there is an issue, but that it can be dealt with by the project delivery team. A further 12 schemes are rated red, indicating that there are significant issues requiring corrective action and 17 schemes that are within their final retention phase. An update on the progress of the schemes not rated green are detailed in the table below:

Agenda Item 6
Section 3

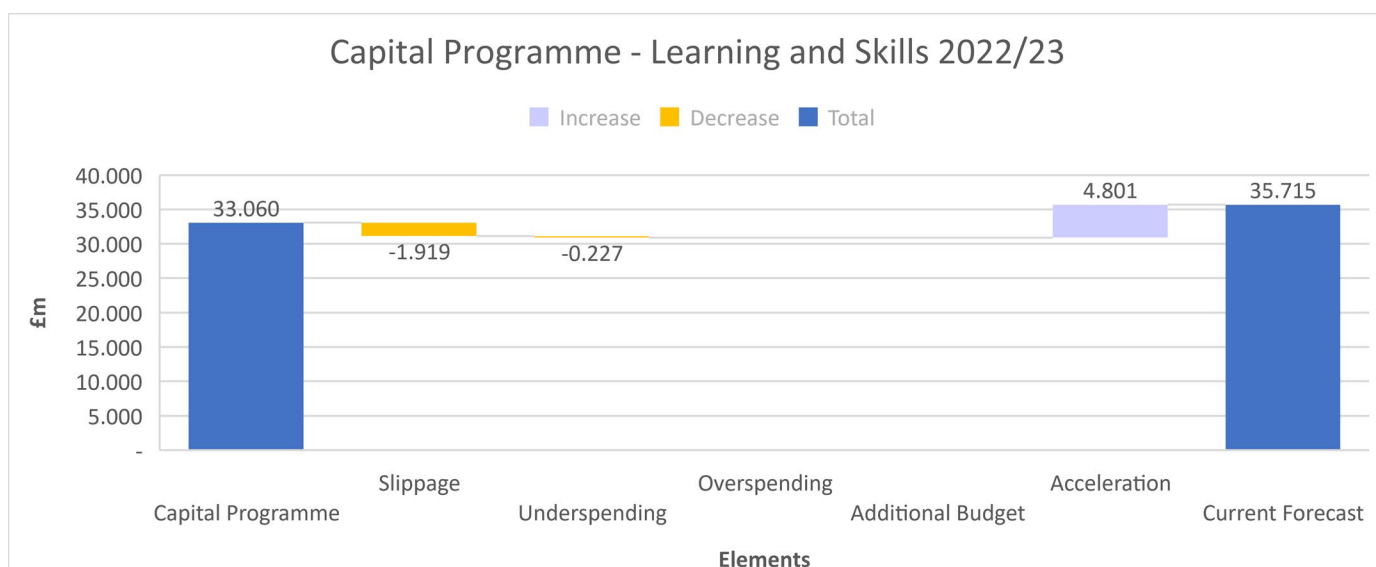
Scheme	RAG Status at Dec 2022	Reason	Latest RAG Status	Updated Position
Burgess Hill Academy	AMBER	Cost pressure	AMBER	Options being considered
Cornfield SEND	RED	Time delay - specification outstanding	RED	
Edward Bryant Special Support Centre	RED	Cost and time pressures	RED	Contractors forecast due
Felpham Community College SSC	RED	Time delay	RED	Planning have advised that demolition cannot commence until pre-commencement conditions have been discharged
Hérons Dale SEND	AMBER	Time delay due to site survey requirements still ongoing	AMBER	Delays in obtaining topographical data required to carry out surveys
Maidenbower Infants SSC	RED	Time delay due school's requested change	RED	Options under review
Midhurst Rother College	RED	Time delay	RED	MDC being remobilised
Palatine School	AMBER	Time delay from adverse weather end Jan 2023. Handover not possible	AMBER	Contractors revised completion date is March 2023
Parklands Primary	RED	Ongoing, persistent defect-management continuing. Awaiting comment on the proposed settlement agreement	RED	
QEII Silver Jubilee School	AMBER	Time and cost pressures	AMBER	Handover Phase 2 now expected Jan 2023
Safeguarding Programme	AMBER	Final account indicates overspend	AMBER	
S106 Burgess Hill Academy	AMBER	Time delay	AMBER	
S106 Forest School AWP	RED	Time delay due to planning and water neutrality	RED	
S106 Downlands	AMBER	Time delay – only received one tender	AMBER	Three week delay due to tender extension
S106 infrastructure Programme	RED	Overall cost of programme exceeds budget	RED	
S106 Linfield Primary	AMBER	Cost pressure	AMBER	Options being reviewed

Scheme	RAG Status at Dec 2022	Reason	Latest RAG Status	Updated Position
S106 Slinfold	RED	Time delay	RED	Newt survey scheduled for May 2023
St Margaret's SSC	RED	Time delay	RED	Aug 2023 handover unlikely
West Park SSC	AMBER	Time delay	AMBER	
Whitehouse Farmland west of Chichester Primary School	RED	Milestone delay	RED	Awaiting instruction
Woodlands Meed	RED	Time delay	RED	Contractor revised completion date

Finance Summary - Capital

24. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £30.774m for 2022/23. Budget of £2.286m originally profiled to spend in 2021/22, was slipped into 2022/23, revising the capital programme to £33.060m.

25. Since this time, the profiled spend has increased overall by £2.655m, to give a current year end projection for 2022/23 of £35.715m. Of this increase, -£1.919m relates to slippage, £4.801m relates to projects where funding has been accelerated from future years and -£0.227m relates to underspending.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2022/23 financial year capital programme forecast.

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

- **Slippage: (-£1.919m). Movement since Q2 report: (-£1.919m).**

- **Cornfield: (-£0.358m).** This scheme is currently at feasibility stage; design is now expected to be early in the new financial year therefore funding has been reprofiled into 2023/24.
- **Heronsdale: £0.316m.** This scheme is currently at feasibility stage, design is now expected to be early in the new financial year therefore funding has been reprofiled into 2023/24.
- **Felpham Special Support Centre: (-£0.235m).** Funding has been reprofiled into 2023/24 due to delays in planning approval that has affected the timescale of the project.
- **The Forest School All Weather Pitch – (-£1.010m).** Funding has been reprofiled into 2023/24 due to planning delays and issues relating to water neutrality which has impacted the tender process and construction start date.

27. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

Risk

28. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective portfolio sections. Further detail on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.

29. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

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

Fire and Rescue Service

- Quarter three marked a significant milestone in our improvement journey as a service after the county council's Cabinet formally closed off our improvement plan. This was implemented following the service's HMICFRS inspection report in 2019 and was drawn up to address those concerns raised by the inspectorate and to ensure the service was on a sound footing. Work continues to monitor performance through our Assurance Framework which will now also include a continuous improvement report to replace the improvement plan.
- Significant progress was made on the breathing apparatus project. Workshops took place with suppliers to demonstrate the scope of the equipment they offer and included colleagues from East Sussex, Surrey and Kent. This is as an important piece of work towards operational alignment, and our collaborative approach with our neighbouring services will allow us to invest in and procure the very best equipment available.
- In December we launched the new policy for the non-attendance at automatic fire alarms in certain premises. This is a key priority set out in our Community Risk Management Plan and the change will deliver a targeted reduction in the numbers of Unwanted Fire Signals we attend creating greater capacity for prevention activity.
- The Fire Brigades Union formally opened its ballot for members on the issue of pay. This development initiated our business continuity planning process to begin preparing for potential industrial action. These are now well rehearsed arrangements which were implemented throughout the preparations for EU Exit and the Covid-19 pandemic.
- Children and young people continue to be a key target audience for our prevention messages. In this quarter ten students from Chichester College successfully completed the first ever IGNITE programme run by our Targeted Education Team. The project is aimed at young people aged 16 and over in further education who are willing to learn but struggle with low self-esteem, low self-confidence, and resilience. Over the five-day course, the students took part in a range of activities and drills, as well as learning about the physicality of being a firefighter and the importance of nutrition.
- Finally in this quarter we welcomed our 10 new wholetime firefighters to the service after their intensive 13-week training course. These colleagues will initially assist with workforce planning to maintain high levels of crewing and appliance availability. A further course will commence during the fourth quarter as these colleagues will begin to provide the additional crewing for the increases in establishment as part of the day crewed 7 proposals.

Community Support

- The newly formed Ukraine Support Team continues to respond to the needs of Ukrainians entering the UK under the Homes for Ukraine scheme and their hosts. Demand for support remains high from both guests and hosts in relation to accommodation needs, finances, education, transport and English lessons.
- To support the continuation of sponsor and guest arrangements and in recognition of cost-of-living pressures, the Council have increased monthly "Thank You" payments to sponsors with a sliding scale approach depending on number of guests. Communicated at the end of November this will be in place for 4 months with the uplift commencing in January.
 - 1 – 3 guests is increased from £350 to £500
 - 4 – 5 guests is increased from £350 to £600
 - 6 + guests is increased from £350 to £700
- In addition to monthly 'Thank you' payments for Sponsors a £400 milestone payment is being made at the 4-month stay point to offset some of the additional utility bill and household expense experienced as a result of hosting guests. The Council has expanded the milestone payments so that payments are now also made at the 8-month and 12-month milestone.
- The Community Hub remains available for residents, providing support with cost of living and distributing Household Support Funds. Skilled advisors provide information, advice, guidance, signposting and practical support, resolving issues where possible, and signposting internal/external services and support when needed. Household Support Fund (3) funding from national government runs until 31 March 2023; WSCC was allocated £4.8 million. Funding criteria apply with a focus on households in the most need, particularly those who may not be eligible for other government support, including families with children, pensioners, unpaid carers, care leavers and people with disabilities. Distribution of funds for the first three months has seen at least 26,256 households provided with support via this funding stream.
- Libraries have been supporting residents experiencing cost of living pressures as an integral part of their business-as-usual activity: providing an information, enquiry and signposting service; offering books, leaflets and online resources on relevant topics; delivering an events/activities programme for targeted audiences; and providing access to partner services (e.g., Citizens Advice). Our network of 36 Libraries is supporting people experiencing hygiene poverty through distribution of essential toiletries packs. Targeted promotion enabled households most in need to benefit, particularly pensioners, disabled people, carers and families with young children. Around 2000 packs were successfully distributed before Christmas. The model will be repeated with an initiative to support individuals experiencing period poverty.
- Cost of Living related scams and online safety information has been shared widely across partnership and community networks. A successful romance fraud themed webinar took place and an online harms talk was delivered to a range of professionals at the West Sussex Strategic Community Safety

Partnership conference. Digital Crime was the focus of the Communities, Highways and Environment Scrutiny Committee in November.

- During this quarter 277 residents/professionals engaged in digital safety training. 5,824 people are currently signed up to receive the monthly Staying Safe Online E-newsletter. Estimated over 200,000 people reached via sharing key online safety information by social media, radio, press release, blogs, local magazines and e-newsletters.
- A Storrington business whose employee sold alcohol without asking for proof of age received a 12-week suspension of its licence after selling alcohol to a West Sussex Trading Standards child volunteer.
- West Sussex currently has 84 licensed explosives stores of which 12 are bulk stores keeping between 250kg and 2,000kg of explosives. In the run up to 5th November, these stores were all visited to ensure explosives are being kept and stored safely. West Sussex also has three retailers who are licensed to sell fireworks all year round.




Our Council Performance Measures

Fire and Rescue Service Performance Measures



2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
			Jun-22	Sep-22	Dec-22		
	<p>Measure: Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly</p>	1,000	218	445	722	↗	G
3	<p>Performance Analysis: Dec-22: Q3 has seen the highest number of fire safety audits completed in any quarter since the start of 2020/21 when the revised performance framework was introduced. This is a very positive outcome considering the ongoing challenges with vacancies and long-term sickness absences in the department. The actions reported in previous reports such as watch based fire safety, use of retained duty staff and desk top audits are all starting to drive improvement in efficient audit delivery whilst maintaining a focus on quality risk-based inspections.</p> <p>Actions: The department is 38 audits under target at the end of Q3. It is expected that the support from watch-based staff and retained duty colleagues will ensure that this will be made up in Q4 so that the target of 1,000 audits this year is met. Work continues to plan for next year's risk-based inspections to ensure we maximise our resources across West Sussex and that, as our inspectors achieve the requisite qualifications and we manage sickness, a further review of the target can be considered.</p>						

Agenda Item 6
Section 4

Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
10	<p>Measure: Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly, Accumulative.</p>	4,000	<p>Jun-22</p> <p>1,151</p>	<p>Sep-22</p> <p>2,451</p>	<p>Dec-22</p> <p>3,384</p>		G
	<p>Performance Analysis: Dec-22: In Q3 we carried out 1,284 Safe and Well Visits and 773 home checks. We have seen a month on month increase in visits in the last 12 months which we attribute to the remedial actions taken, the ongoing development of referral pathways and more customers being receptive to having someone visit their home. Although our previous referrals have yet to return to their pre-Covid levels the reactive post-incident work by crews and proactive referral generation activity has led to a steady increase in prevention activity across the Service.</p> <p>Actions: We continue to promote Safe and Well Visits through our health and social care partners and train their staff to recognise and respond to fire risk. In addition, customer details are being shared to increase referrals of Safe and Well Visits. Crews use local data to drive and target prevention activity to areas where our most vulnerable residents live and we make the most of every opportunity to deliver focused community safety activities following incidents at residential properties. This is leading to more prevention activity being delivered to those at risk, particularly those who are in the vicinity of an incident.</p>						
42	<p>Measure: Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard</p> <p>Reporting Frequency: Quarterly.</p>	89.0%	<p>Jun-22</p> <p>91.0%</p>	<p>Sep-22</p> <p>86.0%</p>	<p>Dec-22</p> <p>89.1%</p>		G
	<p>Performance Analysis: Dec-22: The improvement seen this quarter is largely down to the introduction of performance data on turn out times being available to our teams on stations and the focus on expectations and professional standards in service delivery. This means that appliances turn out from the station more quickly and inform Fire Control more immediately when they arrive at the scene. The number of occasions where crews turned out within 90 seconds improved by 1.86% and similarly the 60 seconds turn out target performance improved by 1.77%. The new Service Delivery Support team regularly analyse this data and have begun to deliver training on data accuracy.</p> <p>Actions: We will continue to monitor and review the performance data locally on our stations. The Day Crewed 7 proposal within our Community Risk Management Plan to increase the cover in Mid-Sussex and Shoreham is planned to go live March 2023. This will ensure more resilience is available when facing occasions of high demand, contributing to maintaining good performance in this measure.</p>						
43	<p>Measure: Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard</p> <p>Reporting Frequency: Quarterly.</p>	80.0%	<p>Jun-22</p> <p>82.2%</p>	<p>Sep-22</p> <p>81.4%</p>	<p>Dec-22</p> <p>81.6%</p>		G
	<p>Performance Analysis: Dec-22: Critical special Service Calls can occur anywhere in the County and we measure these separately to critical fires. Performance this quarter remains high, providing further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district/local level to the control room operators) is now embedded in our ways of working. The initiative we have introduced to use our wholetime firefighters more proactively to support RDS availability and improvements in our turn out times is also having a positive impact on this core measure.</p> <p>Actions: We continue to work with partner agencies to help improve the time taken to transfer calls and information. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible as well as maximise the availability of RDS fire engines at times of the day when we know these incidents are most likely to occur using our Crewing Optimisation Group.</p>						

Community Support Performance Measures

Community Support		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
33	Measure: Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	Jun-22	Sep-22	Dec-22		G
	1.39m		2.87m	4.50m			
Performance Analysis: Dec-22: Whilst customer use of virtual library services is stabilising, post-pandemic, this figure represents an 18% increase on Q3 last year, illustrating the continued growth trend for this provision. Actions: Continue to support growing demand through investment in eLibrary platforms and production of virtual and online library events content.							
34	Measure: Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic Reporting Frequency: Quarterly, Accumulative	36,000	Jun-22	Sep-22	Dec-22		G
	85,840		87,298	89,957			
Performance Analysis: Dec-22: From September 2022 – November 2022 there have been 2,659 reached by the Community Hub for support with food, energy and wider essentials. Actions: Measure is changing 2023/2024 to reflect quality rather than quantity to ensure positive outcomes at first point of contact for residents that require support from the Community Hub.							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure – Community Hub (£1.0m) and Fire and Rescue (£0.2m) expenditure	£1.206m	Covid-19 Grant – Assumed funding	(£1.206m)	
Fire and Rescue – Joint Control Centre additional inflationary costs	£0.300m	Fire and Rescue – Other minor variations	(£0.076m)	
Community Support – Additional coroner costs projected following work undertaken on long inquests	£0.340m	Community Support – Staffing underspends in Community Safety and Wellbeing, Library Service and Trading Standards.	(£0.540m)	
Community Support – Shortfall in libraries income relating to changes in customer behaviour post pandemic	£0.180m	Community Support – Additional ceremonies income projected as this is the first summer season in recent times with no pandemic restrictions	(£0.270m)	
Community Support, Fire & Rescue Portfolio - Total	£2.026m		(£2.092m)	(£0.066m)

Significant Financial Issues and Risks Arising

3. There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

4. As at December, the Community Support, Fire and Rescue Portfolio is projecting a £0.066m underspend, an increase in underspending of £0.102m when compared to September. The main variations are described below.

Fire and Rescue Service

5. The Fire and Rescue Service is currently projecting to overspend by £0.224m. The County Council contributes to the cost of running the Joint Fire Control Centre based on actual costs incurred. Surrey County Council has recently provided figures that have indicated that there will be additional inflationary costs relating to the Joint Fire Control Centre. This has led to a projected £0.3m overspend for 2022/23 which also takes account of inflationary increases in goods and services.
6. The pay award for firefighters is still under negotiation but the current forecast assumes these costs can either be contained within existing budgets if funded through contingency.
7. Staffing vacancies within the Protection and Strategic Risk and Improvement Teams have helped to mitigate some of this additional pressure.

Community Support

8. Overall, Community Support is projecting a £0.290m underspend as at the end of December.
9. The Coroner's Service is projecting an overspend of £0.340m which relates to increases in mortuary and pathology provision and inquests. Excess deaths have caused an increase in spend due to the need to use agency cover and external mortuary provision. In addition, the County Council has facilitated a number of inquests this year which have led to additional expenditure, including the recently concluded Shoreham Inquest.
10. The Library Service has continued to experience a shortfall of income which relates to changes in customer behaviour post-pandemic restrictions. It is forecast that there will be a shortfall of £0.180m in 2022/23.
11. These budgetary pressures have been partly mitigated by projected staffing vacancy savings of £0.540m and a forecasted increase in Registrar Service income of £0.270m. This increase is due to a surge of ceremonies being planned in 2022/23 following the relaxation of Covid-19 restrictions.

Covid-19 Expenditure Update

12. As the pandemic continues, there remains a need to provide quality services and assistance to residents. The Community Support Service are continuing to provide support to residents by working with local partners and helping vulnerable people through the Community Hub and other front-line services. Non-ringfenced Covid-19 grant of £1.0m has been earmarked to enable the Community Hub and other support to residents to continue and potentially increase if needed.
13. Within the Fire and Rescue Service, £0.2m has been earmarked from the non-ringfenced Covid-19 grant to cover a number of in-year pandemic pressures including additional cost arising from required firefighter isolation periods, sickness and overtime, as well as the provision of a one-year rural engagement officer within the Prevention Team to support vulnerable people living in rural areas who have been isolated during the pandemic.

Savings Delivery Update

14. There remains £0.070m of savings from the 2021/22 financial year which were not delivered on an on-going basis. This saving is reported in the table below to ensure that it is monitored and delivered during the year:

Saving Activity	Saving to be Delivered in 2022/23 (£000)	December 2022		Narrative	2023/24
Community Support - Development of adapted Library Service offer in conjunction with Parish Councils	70	70	G	Saving mitigated in-year through staffing underspends. A permanent solution is still required for 2023/24.	A

Savings Key:

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

Capital Programme

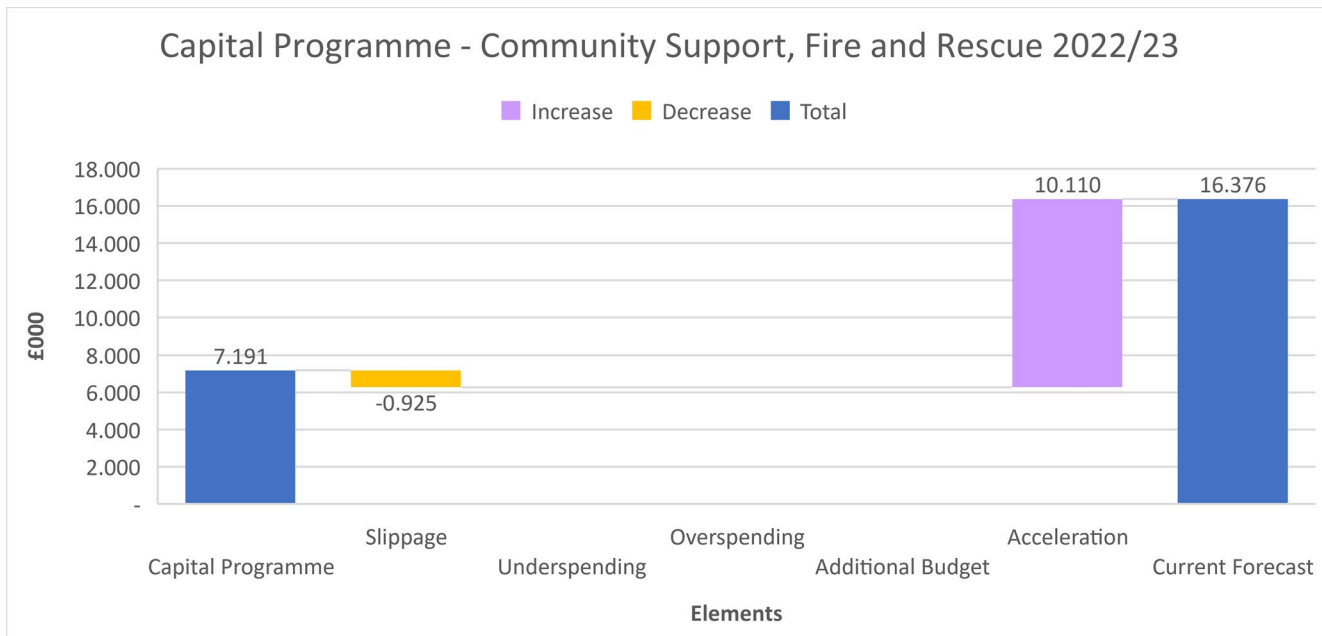
Performance Summary - Capital

15. There are five schemes within the portfolio. Four of the schemes in delivery are rated as green, indicating that the project is reporting to plan and one scheme is within its final retention phase.

Finance Summary - Capital

16. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £9.725m for 2022/23. Budget of £2.534m originally profiled to spend in 2022/23, was accelerated into 2021/22, revising the capital programme to £7.191m.

17. Since this time, the profiled spend has increased overall by £9.185m, to give a current year end projection for 2022/23 of £16.376m. Of this increase, -£0.925m relates to slippage and £10.110m relates to projects where funding has been accelerated from future years.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2022/23 financial year capital programme forecast.

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

- **Slippage: (-£0.925m). Movement since Q2 report: (-£0.925m)**
 - **Fire and Rescue Estates Improvement Programme:(-£0.125m).** The feasibility study is due to be completed imminently. Once options have been reviewed and approved through the relevant governance the expectation is that works will commence in 2023/24.
 - **Fleet: (-£0.800m).** Only the initial stage payments are now due in 2022/23 for the procurement of specialist fire vehicles, therefore funding has been reprofiled into 2023/24.

- **Acceleration: £10.110m. Movement since Q2 report: £6.110m**
 - **Live Training Centre and Horsham Fire Station: £6.110m.** Works continue to progress quicker than first anticipated therefore funding has been accelerated from 2023/24 into 2022/23.

19. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

Risk

20. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective portfolio sections. Further detail on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.
21. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Environment and Climate Change Portfolio - Summary

Performance Summary

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





- The County Council signed a pre-construction services agreement (PCSA) with Kier to complete the system design for the largescale battery storage site at Halewick Lane, Sompting. Kier will also provide support with a planning amendment to the South Downs National Park Authority (SDNPA): the footprint of the battery system now proposed will be smaller than the one outlined in the original planning application. Work to connect the site to the electricity grid at East Worthing is also nearing completion.
- Brighton Energy Co-op are supporting our work with Manor Royal BID to launch the Local Energy Community (LEC) on Manor Royal Business District. They have a contract until the end of the current financial year to work with businesses, generate interest in the LEC and identify potential energy projects.
- Six carbon literacy training courses were delivered with over 60 staff participating. Several hundred County Council staff have now received carbon literacy training and more are booked onto upcoming courses. The County Council also provided carbon literacy training for staff at Adur and Worthing District Council to support collaborative climate action in West Sussex.
- Recruitment to posts to support delivery of the Climate Change Strategy was successfully completed enabling progress to be accelerated in key action areas as outlined to the Communities, Highways and Environment Scrutiny Committee (CHESC) on 21st September 2022.
- The Council responded as a statutory consultee to the consultation on potential changes to the onshore cable route for Rampion 2, the extension to the Rampion Offshore Wind Farm. The County Council also responded as a statutory consultee to the non-statutory consultation on changes to the design of the A27 Arundel Bypass. Both schemes are Nationally Significant Infrastructure Projects that are being taken forward through the statutory Development Consent Order process. Responding to the consultations within the tight, externally imposed timeframes involved extensive partnership working internally and externally.
- The Council worked in partnership with UK Harvest to pilot "Community Food Hubs" to encourage surplus food rescue. The project aims to clarify common misconceptions about food rescue services and explain who support is available to, and to provide tips and guidance on how to reduce food waste. A total of 418 people attended the nine events, and 1,389 people were fed. Residents in Bognor, Broadfield and Crawley were informed on how they could cook simple recipes during a Christmas cooking demonstration and education sessions during December.

Agenda Item 6
Section 5

- A collaborative project has begun with Chichester and Crawley College and Chichester University to improve the engagement and reach of 15–24-year-old residents, to inspire waste prevention and empower students and staff to demonstrate positive recycling and waste reduction behaviours. Due to the consistency between recycling on campus and recycling at home, this project will have a greater impact on waste prevention and recycling practice in West Sussex homes. 150 students were engaged at three events. The University Landlords Forum received a presentation and were given recycling bags and stickers. A waste composition survey has also been conducted, and the data is currently being analysed to determine next steps.

Our Council Performance Measures

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Environment and Climate Change		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
22	Measure: Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC) Reporting Frequency: Quarterly, Accumulative. 	22,910 CO2te	Jun-22	Sep-22	Dec-22		G
			5,107 CO2te	8,556 CO2te	16,154 CO2te		
Performance Analysis: Dec-22: Recorded carbon emissions for the quarter total 7,598 tonnes, amounting to a decrease of 28% compared to the same baseline period. This reduction primarily results from reduced electricity and gas demand compared to that of the baseline period, however, there is an increase in transportation related emissions. Overall emission performance remains on track to meet the targeted annual reductions, though it should be noted that on average, the highest emissions sit within the Q4 months, where both heat demand and streetlighting increase in response to colder temperatures and reduced daylight hours. Actions: Work continues on the actions set out in the Carbon Management Plan to achieve net zero carbon by 2030.							
23	Measure: Household waste recycled, reused or composted (CC) Reporting Frequency: Quarterly, Reported two quarters in arrears. 	55.0%	Dec-21	Mar-22	Jun-22		A
			55.3%	53.7%	53.5%		
Performance Analysis: Dec-22: The recycling rate for the first quarter of 2022/23 decreased marginally (0.3%) when compared to the same quarter in 2021 but the difference is within the margins expected through variables, notably volumes of wood stockpiled prior to offtake into the wood products market. Compared to the previous 12-month rolling figure, total local authority collected waste has decreased slightly. The return to pre-pandemic waste levels may be a result of either reduced working from home and / or the increases in the cost of living. The final statistics for 2021-2022 will not be published until April/May 2023, so this figure is currently unaudited. Actions: Our contractor has informed us that the current stockpile is in the process of being cleared and has significantly reduced between September and November 2022, with the goal of being cleared entirely by March 2023.							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Corporate utilities - unit price increase on energy tariffs, affecting corporate buildings	£2.000m	Additional Solar and Battery Farm income due to an increase in unit prices	(£2.200m)	
Additional cost on waste contracts above budgeted inflation	£1.826m	Additional income from sale of recyclable material	(£1.650m)	
Additional waste tonnage largely due to Adur and Worthing bin strike in March 2022	£0.374m	Net waste disposal and recycling volume reduction – favourable waste profile	(£1.850m)	
Countryside Services – Inflation and demand pressures	£0.200m	One-off 2017/18 waste recycling contract settlement agreement	(£1.730m)	
Countryside Services – Delays in delivering saving	£0.020m			
Other minor variations	£0.030m			
Environment & Climate Change Portfolio - Total	£4.450m		(£7.430m)	(£2.980m)

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

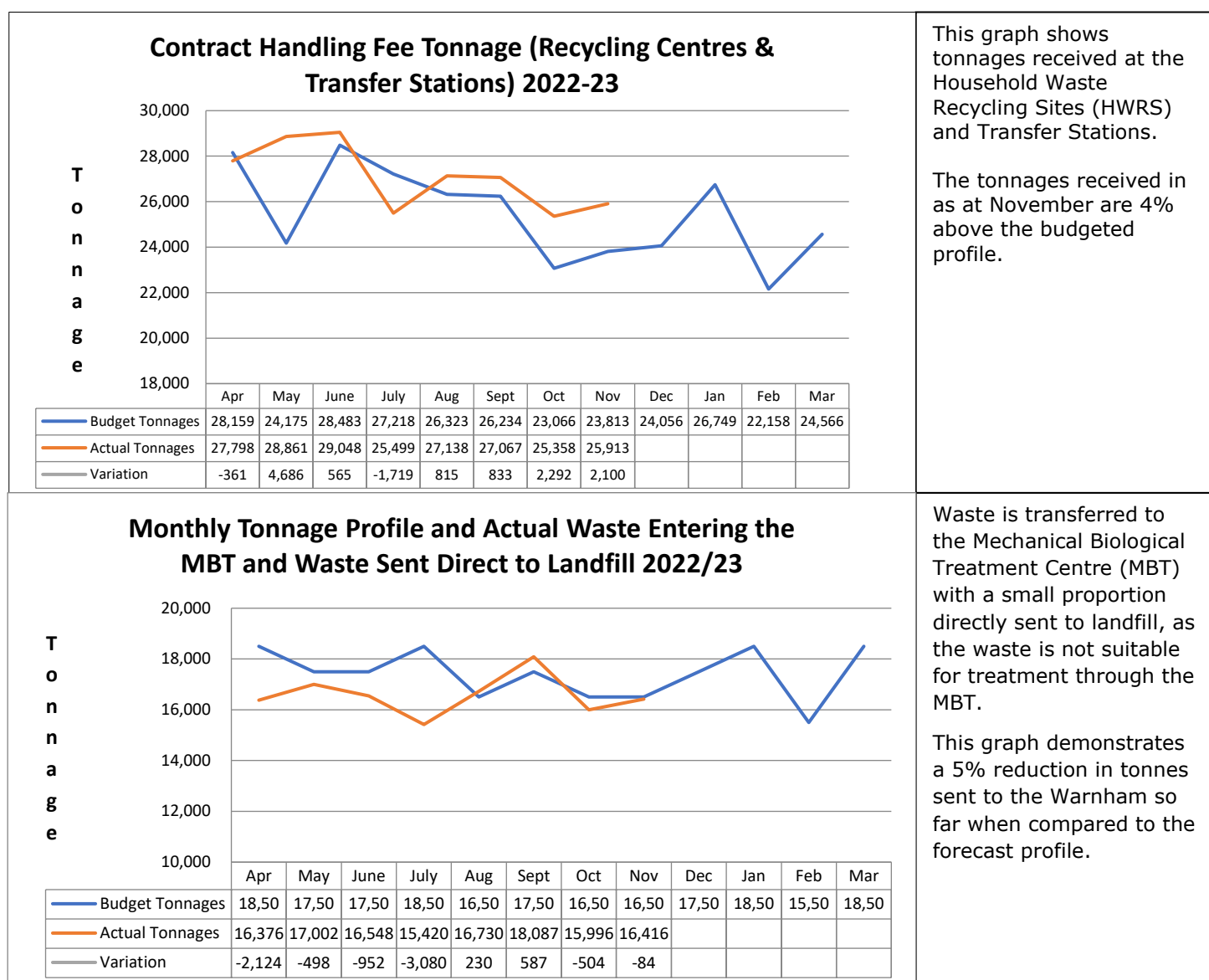
Financial Narrative on the Portfolio's Position

- The Environment and Climate Change Portfolio is currently projecting a £2.980m underspend, an increase of £0.880m when compared to the £2.1m underspend projected in September. The main variations are described below:
- Corporate Utilities.** Occupation of County Council buildings so far in 2022/23 is broadly similar to the 2021/22 occupation. Gas and electricity rates have risen sharply across Europe in the last year due to a combination of factors including the conflict in Ukraine which has added a considerable premium to market prices. The forward-buying strategy mitigated, to an extent, the impact of the 2021/22 increases, however as the value of the commodities continue to increase, a hedging strategy cannot completely protect the council from these rises in 2022/23. Based on known prices but with some uncertainty over building occupation, a £2.0m overspend is currently projected for 2022/23.
- Waste Contract Inflation.** The 2022/23 budget was set based on the September 2021 RPI rate of 5%, whereas the contracts are uplifted annually based on the February RPI, which equated to 8.2% for 2022/23. This has resulted in a £1.826m budget pressure.

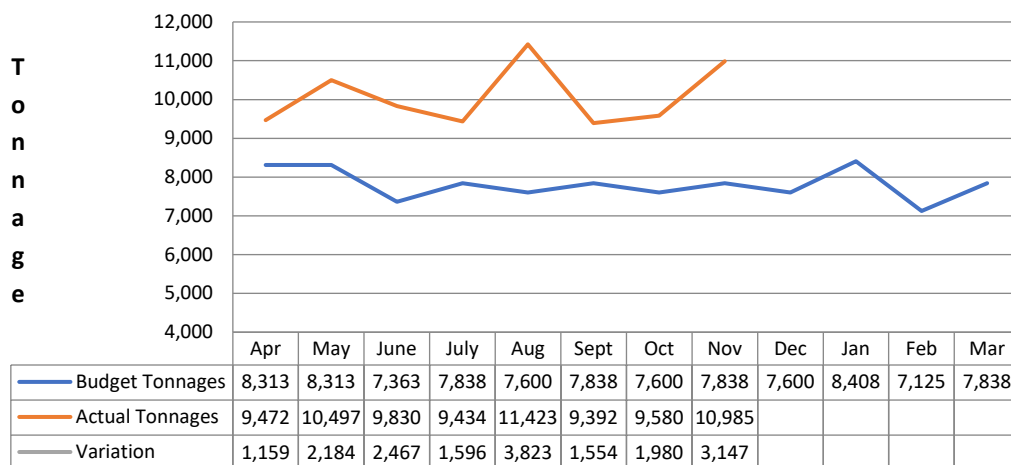
7. **Countryside Services.** In addition to the projected £0.2m overspend due to inflationary and increased demand pressures, the delivery of the planned £0.020m saving from a review of Countryside Fees and Charges will not be delivered until 2023/24. New charging processes are being introduced, but it is unlikely that additional income will be realised until next year due to the submission and consultation timescales associated with applications.
8. **Solar and Battery Storage.** Based on the current elevated solar sale prices, income from the solar and battery storage farms are forecasting a £2.2m surplus of income. This forecast has been revised down by £0.4m due to an adverse difference in the p/kWh unit rate received compared to the forecast for July and August. It is a particularly difficult time to forecast rates, but the expectation is that the rates will rebound back to prior forecasts. In addition, there has been some income loss due to a technical issue with the battery modules at the Westhampnett site. The forecast assumes that the battery will be fully operational and generating income again by the end of January. The weather conditions in 2022/23 have been generally favourable and have contributed to energy output above expectation. It is important to note that, corporately, any gain in income from the solar projects may be offset by the increased cost in corporate utilities arising from the higher unit rate.
9. **Recyclate Income.** 2021/22 saw then-record recyclate rates with values largely continuing to rise throughout the year. The start of 2022/23 saw further increases in the rates but the second half of the year saw sharp drops across virtually all streams with values heading back towards or even below pre-pandemic values.
10. The largest driver of recycling income is waste paper and the value of this commodity strengthened from +£95 per tonne in March to a high of +£124 in August. Since August the value has decreased significantly each month to +£18 in November, its lowest level since August 2020 and an 85% drop in value since August.
 - Polypropylene plastic packaging - increased in value from +£625 per tonne in March to +£825 in August. This has then decreased in value significantly since, to a low of +£395 in November.
 - Aluminium cans values have decreased from +£1,507 per tonne in March to +£1,267 in August. As at November, the value has remained static at +£1,257.
11. Due to the previous high value of recyclable material generally (particularly waste paper) and income from the first five months we have assumed a £1.650m surplus of income, due to the currently declining recyclate values though this figure could reduce further.
12. **Waste Disposal and Recycling.** The household waste recycling sites (HWRS) have seen waste volumes around 4% above 2021/22 tonnages so far this year. Additional waste came through the system in the early part of the year due to the impact of the delayed waste received from Adur and Worthing as a result of GMB strike action between 12th March 2022 and 12th April 2022.

13. The Material Recycling Facility (MRF) has seen 5% higher than budgeted waste volume due to the increase in household waste recycling collected at kerbside in part due to continued home working arrangements. This has however decreased from around 11% in the period to June.
14. However, the prolonged period of hot, dry weather has reduced the growing season considerably. This summer, there was a reduction of c.8,000 tonnes of garden waste compared to the June - August 2021 period. This large reduction in green waste has helped to mitigate the waste disposal pressure.
15. **2017/18 Waste Recycling Contract Settlement.** Following a review by the Waste Team of the contractual and accounting obligations under the Recycling and Waste Handling Contract, it was agreed that a £1.730m repayment was due to the County Council relating to the year-end cash position of the service provider in 2017/18. This repayment is due to be received in February 2023 and is included within the forecast.

Cost Driver Information



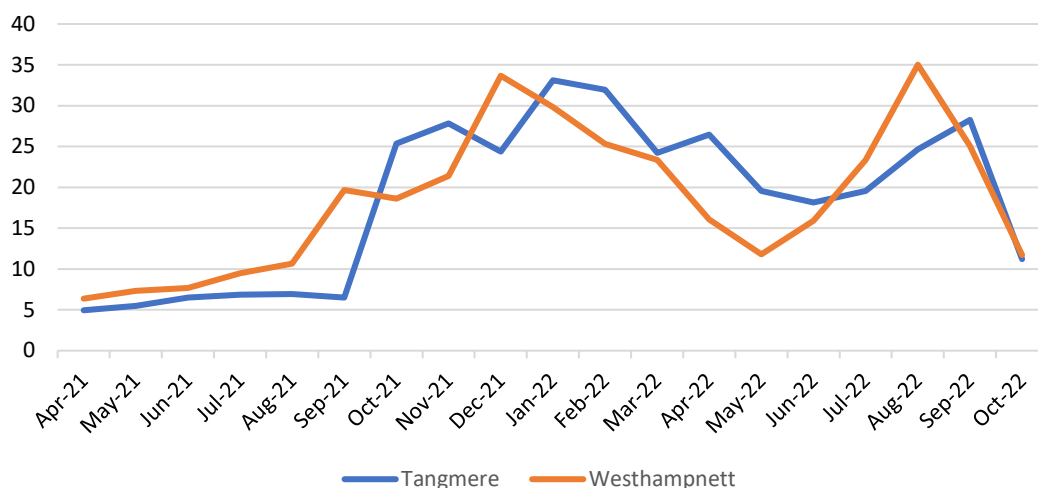
Monthly Profile and Actual Waste Tonnage Converted Into RDF 2022-23



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

RDF levels are around 29% (17,900 tonnes) above expectation contributing to the reduction in waste sent to landfill.

Solar Farm Income Unit Rate - Pence Per kWh



This graph demonstrates the average pence per kWh since April 2021.

As at October, Tangmere was generating £0.11p per kWh unit and Westhampnett £0.12p per kWh, however it is expected that rates will rise again during the winter period.

Savings Delivery Update

- In addition to the £1.450m of 2022/23 planned savings, there remains £0.120m of savings from the 2021/22 financial year which were not delivered on an on-going basis. To ensure that these savings are monitored and delivered, all of these savings are detailed in the table below:

Saving Activity	Saving to be Delivered in 2022/23 (£000)	December 2022		Narrative	2023/24
Development of battery storage site	100	100	G		G
Reduction in MBT Insurance	650	650	B		B
Additional income from increased sales of recyclates	800	800	G		G
Review Countryside fees and charges	20	20	R	Expected to be delivered in 2023/24.	G

Savings Key:

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

Capital Programme

Performance Summary - Capital

17. There are 10 schemes within the portfolio. Five of the schemes in delivery are rated green, indicating that the project is reporting to plan. Three projects are rated amber, indicating that there is an issue but that it could be dealt with by the project delivery team and two schemes are within their final retention phase. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at Dec 2022	Reason	Latest RAG Status	Updated Position
Carbon Reduction (Salix Recycling Fund – CHP)	AMBER	Time delay – asbestos found	AMBER	
Halewick Lane Development	AMBER	Time delay	AMBER	Design proposals to be reviewed at Jan 2023 Project Board
Schools Solar PV Installation	AMBER	Quality issues caused by one installer has caused some disruption to the programme	AMBER	Options being considered and proposals expected to come forward in Feb 2023

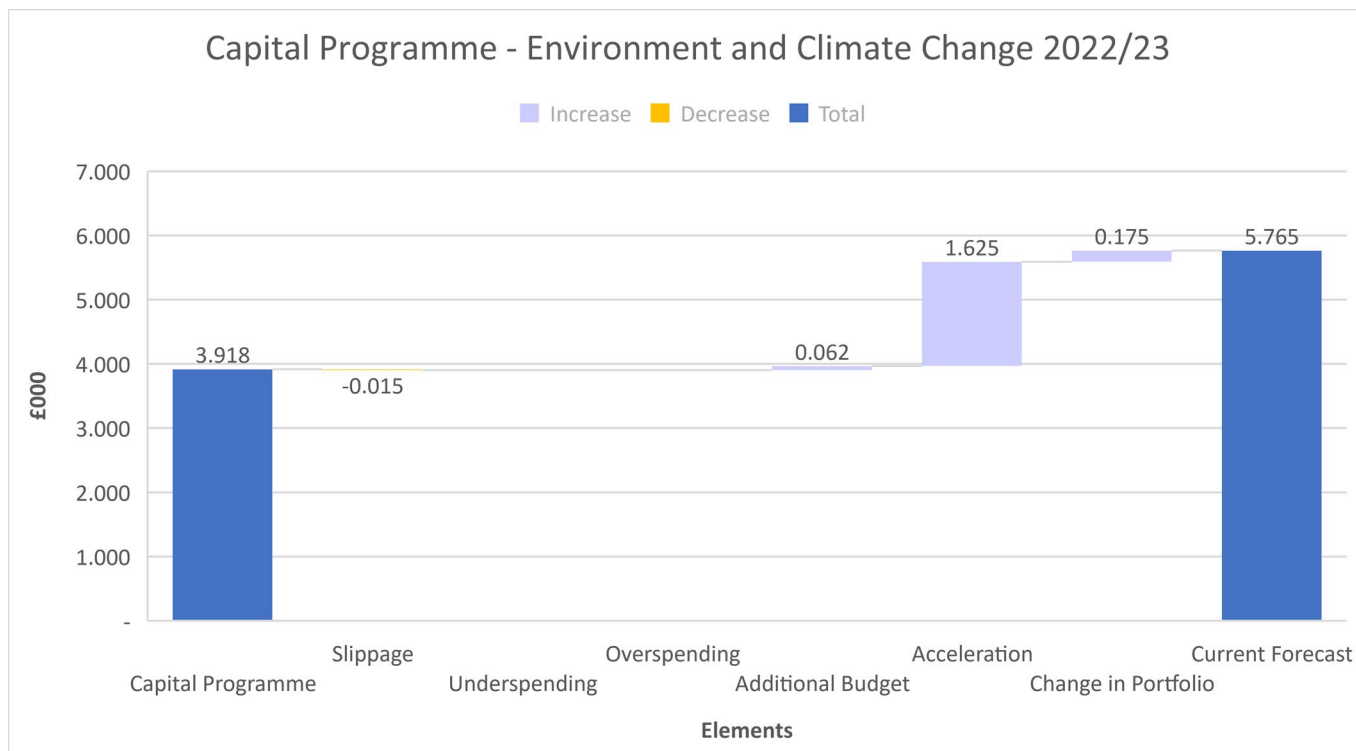
Finance Summary - Capital

18. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £4.034m for 2022/23. Budget of £0.116m,

Agenda Item 6
Section 5

originally profiled to spend in 2022/23, was accelerated into 2021/22, revising this year’s capital programme to £3.918m.

19. Since this time, the profiled spend has increased overall by £1.847m, to give a current year end projection for 2022/23 of £5.765m. Of this increase, -£0.015m relate to slippage, £0.062m relates to the allocation of additional budget, £1.625m relates to projects where funding has been accelerated from future years and £0.175m relates to a change in portfolio.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending - Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2022/23 financial year capital programme forecast.

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

- **Slippage: (-£0.015m). Movement since Q2 report: (-£0.015m)**
 - **Carbon Reduction Programme: (-£0.015m).** Minor re-profiling based on the updated estimates for 2022/23.
- **Acceleration: £1.625m. Movement since Q2 report: £0.230m**
 - **Climate Change, Climate Net Zero: £0.205m.** Works have progressed quicker than first anticipated therefore funding has been accelerated from 2023/24 into 2022/23.

- **Closed Landfill Sites - General After Care Works: £0.025m.** Minor re-profiling based on latest expenditure.

- **Change In Portfolio: £0.175m. Movement since Q2 report: £0.175m**

- **Transformation Projects (Waste): £0.175m.** Budget has transferred from Support Services and Economic Development following a realignment of projects.

21. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR73	If there is a failure to adequately prioritise, finance and resource our efforts to deliver on WSCC Climate Change commitments (e.g., 2030 Carbon Neutrality), there is a risk that there will be insufficient capacity and capability to complete the necessary actions within the required timeframes. This will lead to prolonged variations in weather and adverse impacts on WSCC service provision.	12	12

23. Further detail on all risks can be found in **Appendix 4** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Finance and Property Portfolio - Summary

Performance Summary

- The Portfolio has the following performance highlight to report this quarter:
 - Property and assets continue to support a number of significant objectives of West Sussex County Council. During the period planning permission has been secured for the 6-form entry on Northern Arc (Brookleigh) with zero carbon principles (Passivhaus). Bids have been received from various contractors and these are being evaluated with a target appointment date of January 2023. Elsewhere public consultation has been completed for Horsham Enterprise Park (Larksfield Place) and MUSE are on target to submit a planning application late January 2023. In addition, other projects are moving forward at pace including the Housing Joint Venture where one planning consent has been achieved and another three are under consideration. Finally, the planning application for Broadbridge Heath is planned to be submitted in Spring 2023.
 - The County Council's draft Budget and Council Plan for 2023/24 has been published ahead of examination by the Performance and Finance Scrutiny Committee in January. The Cabinet is proposing that the Council will spend £1.86 billion next year to deliver vital services to a growing population of 882,676 residents and 37,400 businesses across West Sussex. Final decisions on the budget will be made at the Full Council meeting on 17th February.

Our Council Performance Measures

- The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Finance and Property		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
16	Measure: New competitive tenders and their resulting contracts over the value of £500,000 include 'social value' criteria as part of the evaluation, in line with the Council's social value framework Reporting Frequency: Quarterly	60.0%	Jun-22 57.0%	Sep-22 57.0%	Dec-22 80.0%		G
	Performance Analysis: Dec-22: There were five competitive tenders over the value of £500,000 that required a Key Decision in the third quarter of 2022/23. Of these, four tenders (80%) had social value criteria as part of the evaluation in line with the social value framework of 10% or more; three evaluated at 10%, one evaluated at 14% and a one evaluated at 5%. Actions: We continue to ensure we comply with obligations for Social Value and to measure the value and benefit it brings to our local economy.						

Agenda Item 6
Section 6

Finance and Property		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
49	Measure: Square metres of operational property (e.g., offices, libraries, fire stations etc) that are in use Reporting Frequency: Quarterly	162,000 m ²	Jun-22 150,869 m²	Sep-22 122,958 m²	Dec-22 120,702 m²	↗	G
	Performance Analysis: Dec-22: The square meterage of operational property continues to reduce. The significant reduction this year to date is largely attributable to the closure of Centenary House Worthing (8,300sqm) and other smaller service vacations which have achieved the annual 5% reduction target. Data on the footprint of the estates is now being drawn from the new Concerto Asset Database which went live earlier this year, this has necessitated a data cleanse and the reclassification of some assets resulting in a further reduction of 24,000 sqm. The baseline for 2023 / 24 will be re-set accordingly. Actions: On-going review of our property portfolio.						
50	Measure: The aggregated unit cost of our services compared to our statistical neighbours Reporting Frequency: Annually (March)	7th - 8th highest out of 15	New Measure - No Data	2019/20 2nd Highest out of 15	2020/21 4th Highest out of 15	↗	A
	Performance Analysis: 2021/22 results due in March 2023. Mar-22: WSCC had the 4th highest expenditure out of all comparable local authorities. The 2021/22 forecast outturn shows an improvement to 8th position. Actions: We are still in uncertain times, the Local Government Finance Settlement is only for one year (2022/23) with further fundamental reviews of financing anticipated, the pandemic is still with us, and our relative position is dependent upon what happens in other local authorities not just what we do ourselves.						
52	Measure: New competitive tenders and their resulting contracts over the value of £500,000 include an appraised option for partnership working to assess opportunities for efficiency Reporting Frequency: Quarterly	40.0%	Jun-22 86.0%	Sep-22 100.0%	Dec-22 100.0%	→	G
	Performance Analysis: Dec-22: There were five eligible tenders over the value of £500,000 that required a Key Decision in the third quarter of 2022/23. All five tenders (100%) considered Partnership working within the business appraisal options process. Actions: We continue to ensure partnership working consideration is embedding in our working practices.						

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure – PPE storage and distribution	£0.016m	Covid-19 Grant – Assumed funding	(£0.016m)	
Procurement – Forecast income shortfall including the non-delivery of saving (£0.150m)	£0.300m	Early savings generated from asset rationalisation	(£0.150m)	
Facilities Management net overspend - service pressures partly offset from staffing vacancies	£0.150m	Capital and Infrastructure – Backdated one-off rates rebates following successful appeals	(£0.600m)	
		Other minor variations	(£0.123m)	
Finance and Property Portfolio - Total	£0.466m		(£0.889m)	(£0.423m)

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

- As at December, the Finance and Property Portfolio is projecting a £0.423m underspend. This is a £0.273m increase in the forecast underspending when compared to September. This position includes the expected non-delivery of a £0.150m procurement saving alongside a further £0.150m income shortfall which, due to market forces, is no longer expected to be achieved this financial year. This pressure is expected to reduce in 2023/24.
- In addition, Facilities Management are projecting a £0.150m overspend due to additional grounds maintenance costs, including tree safety works and a shortfall of income from service level agreements (SLA's) with schools and academies. This has been partly offset by a projected underspend on staffing due to difficulties in filling vacant posts.
- To help offset these pressures, £0.150m of early savings have been generated from asset rationalisation and a significant backdated one-off rates rebate of £0.6m has been received following successful appeals with the Valuation Office Agency. In addition, other smaller variations within the portfolio are also contributing towards the underspending position.

Covid-19 Expenditure Update

- Within the Finance and Property portfolio, £0.016m has been earmarked from the non-ringfenced Covid-19 grant to cover personal protective equipment (PPE) storage and distribution.

Savings Delivery Update

8. The Portfolio has one saving outstanding from the 2020/21 financial year. Details of this saving is shown in the table below:

Saving Activity	Savings to be Delivered in 2022/23 £000	December 2022		Narrative	2023/24
Charging for Frameworks and Amazon Business Accounts	150	150	R	Work is currently underway to explore other saving delivery options.	A

Savings Key:

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

Capital Programme

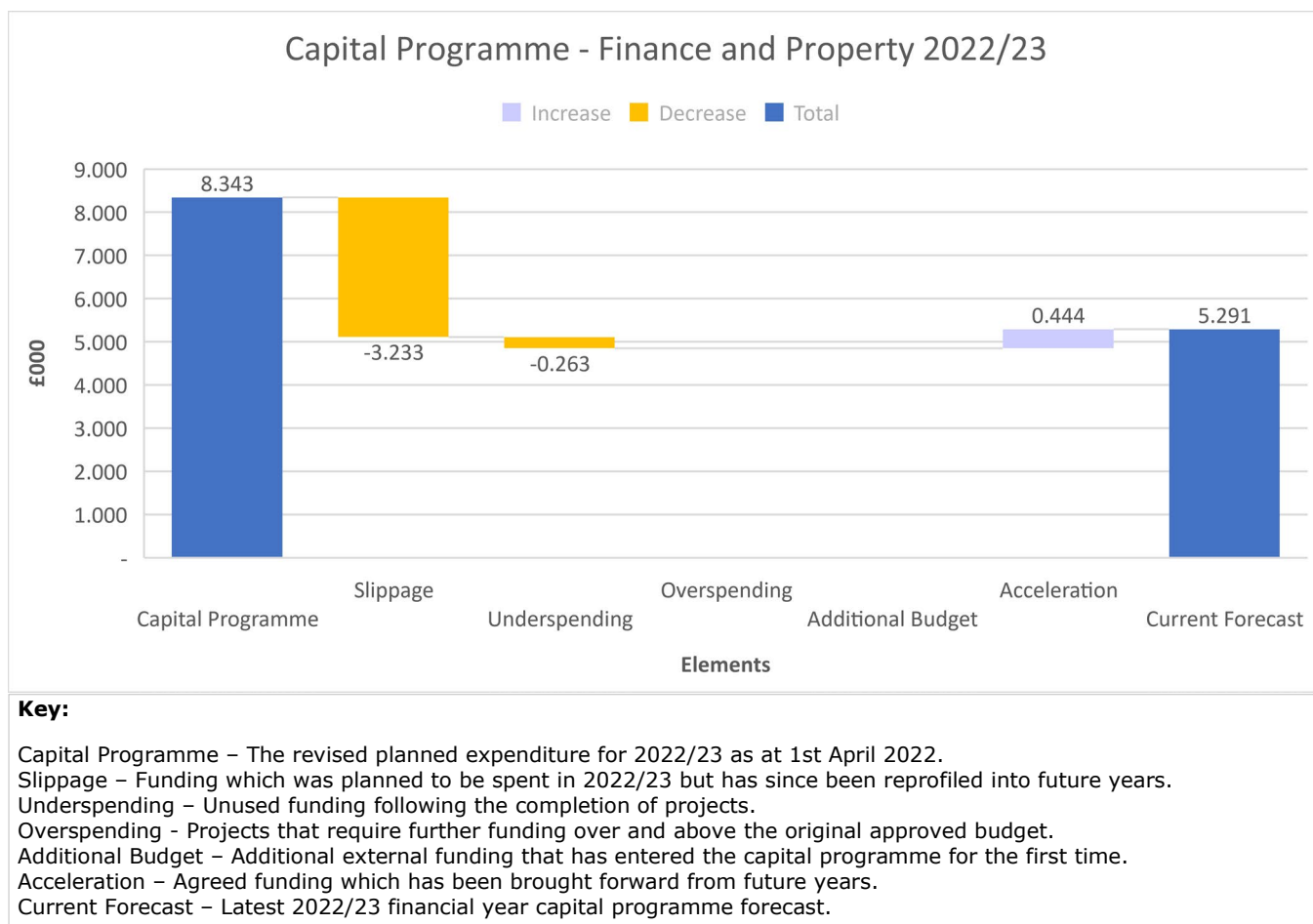
Performance Summary - Capital

9. There are 15 schemes within the portfolio. Ten of the schemes in delivery are rated green, indicating that the project is reporting to plan and one scheme is rated amber, indicating that there is an issue but that it could be dealt with by the project delivery team and three schemes is within their final retention phase. One scheme is rated red, indicating that there are significant issues requiring corrective action and a further 3 schemes are within their final retention phase. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at Dec 2022	Reason	Latest RAG Status	Updated Position
Broadbridge Heath	RED	Cost pressures and scope change	AMBER	New site layout to be issued to tenants for review. Planning submission April 2023
Horsham Enterprise Park	AMBER	Time delay due to planning application	AMBER	A Reserved Matters Application (Water Neutrality) has been made to Horsham District Council.

Finance Summary - Capital

10. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £8.636m for 2021/22. Budget of £0.293m originally profiled to spend in 2022/23, was accelerated into 2021/22, revising the capital programme to £8.343m.
11. Since this time, the profiled spend has decreased overall by £3.052m, to give a current year end projection for 2022/23 of £5.291m. Of this increase, -£3.233m relate to slippage, -£0.263m relates to underspending and £0.444m relates to projects where funding has been accelerated from future years.



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

- **Slippage: (-£3.233m). Movement since Q2 report: (-£3.233m)**
 - **Broadbridge Heath Park: (-£3.000m).** This project has been delayed addressing water deposition whilst also undertaking a value engineering exercise due to increasing costs in construction and labour. The anchor tenant has also sought to revise their retail store size, resulting in substantive additional works and delays in negotiations.
 - **Gypsy and Travellers Improvement Programme (-£0.203m).** Surveys are currently being carried out to review the works required at the different sites. Programme of works has been reprofiled into future years as there will be a lead in time to carry out any works proposed.
 - **Horsham Enterprise Park (-£0.030m).** Small reprofiling based on the updated estimates for 2022/23 expenditure.
- **Underspending: (-£0.263m). Movement since Q2 report: (-£0.263m)**

- **Crawley County Buildings Demolition: (-£0.190m).** Project has completed under budget; therefore, the remaining funding has been returned to Capital Improvements.
- **Chichester High School Demolition: (-£0.033m).** Project has completed under budget; therefore, the remaining funding has been returned to Capital Improvements.
- **Hop Oast Fencing: (-£0.040m).** Reduced costs due to the installation being less complex than the original estimate; therefore, the remaining funding has been returned to Capital Improvements.

- **Acceleration: £0.444m. Movement since Q2 report: £0.370m**

- **Martlets Building Renovation (County Hall Chichester): £0.370m.** £0.370m has been approved to renovate The Martlets building into formal and informal meeting spaces, including safe and secure areas for Children’s Service case conferences. The project is funded from £0.275m Capital Improvements, £0.085m Climate Change Fund and £0.010m Accessibility.

13. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR22	The financial sustainability of council services is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the Covid-19 crisis, and the recent Ofsted and HMICFRS reports.	20	20

15. Further details on all risks can be found in **Appendix 4** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council’s [Regulation, Audit and Accounts Committee Agenda](#) website.

Highways and Transport Portfolio - Summary






Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - In the third quarter, we completed consultation on a strategic active travel scheme for Oving Road, Chichester that will inform next steps for the project. We also worked with Transport for the South East to finalise their Strategic Investment Plan that sets out investment priorities for the next 30 years which aim to address socio-economic and environmental challenges.
 - A successful launch of our new online reporting forms has made it simpler and quicker for members of the public to report faults on the highway network so they can be repaired. The new system also allows reporters to track the progress of their report from initial investigation to completion.
 - A successful bid to government for the Bus Service Improvement Plan with an indicative £17.4m investment over three years was confirmed.
 - Active Travel England have invited the County Council to bid for up to £0.237m to support our capacity and capability to deliver active travel across the county.
 - A new WSCC Speed Limit Policy was formally adopted in December 2022 to support active travel and improve road safety in line with the Highway Code that was revised during 2022.
 - Over 65% of the Highway, Transport and Planning Delivery Programme for 2022/23 has been completed. The Programme details planned schemes on our roads and footways, including bridges, traffic signals and public rights of way.
 - Construction works on the A259 (Littlehampton) to widen approximately 2km of the existing single carriageway to a dual carriageway are continuing to progress well with works programmed to complete in February.
 - A284 Lyminster Bypass (North) construction works to provide a new carriageway and shared footway/cycleway facility commenced in October. As part of these works a new viaduct will be constructed over Black Ditch and its associated flood plain to ensure no increase in flood risk.

Our Council Performance Measures

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Agenda Item 6
Section 7

Highways and Transport		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
17	Measure: Length of new cycle infrastructure across the County (CC) Reporting Frequency: Quarterly, Accumulative 	30km by 2025 = 7.5km per year	Jun-22	Sep-22	Dec-22		G
			16.3 km	19.3km	19.4km		
Performance Analysis: Dec-22: Two small-scale projects below were completed in Q3 <ul style="list-style-type: none"> • New Toucan crossing on A283 Steyning Road, Shoreham plus associated new/improved cycling infrastructure (0.04km i.e., 40m) • New Toucan crossing on A259 Bognor Road, Merston plus associated improved cycling infrastructure (0.7km i.e., 70m) Actions: We continue to work towards our 2025 target (30km over a 4-year period) with the provision of a high-quality cycling.							
18	Measure: Percentage length of A and B roads that require maintenance Reporting Frequency: Annually (October)	14.0%	2020/21	2021/22	2022/23		R
			14.7%	15.6%	15.8%		
Performance Analysis: Dec-22: From the most recent National Road Condition data we have the following results: <ul style="list-style-type: none"> • 69.1% Good condition and no planned maintenance • 15.1% Fair condition, requiring maintenance soon • 15.8% Poor condition and in need of maintenance The current Corporate KPI target for this measure is for an annual reduction of 0.5% in these roads requiring maintenance. The combined percentage of the A & B road network in West Sussex that requires maintenance has been slowly rising since 2014. However, overall, the figures have remained fairly static this year and it is likely to take another year to see improvement. Along with this the overall condition for all our roads continues to improve. Actions: The capital investment is the funding source which delivers proactive maintenance, directly contributing to condition scoring. It is this where we have seen increase in investment over the last 2-3 years. Unfortunately, with the cycle of condition survey, this is a lagging indicator. This year sees a £19m investment in our carriageways, all of which should help to improving on our target.							
19	Measure: Highway defects repaired within required time scale Reporting Frequency: Quarterly. Reported 1 month in arrears.	96.0%	Jun-22	Sep-22	Dec-22		A
			99.5%	99.6%	96.8%		
Performance Analysis: Dec-22: The target has been exceeded in December. However, given the adverse weather in December and January, the volumes of safety defects are at exceptionally high levels. Whilst the contractor is resourcing to accommodate the additional work, there is risk to meeting this target over the next few months, especially given the high number of more urgent safety repairs which need to be made within, 2 hours, 24 hours and/or 5 days. There are circumstances, outside of the contractor's control, where the contractor cannot be reasonably expected to meet target times for example where roads are flood and potholes are underwater or parked cars are present. A formal contractual process is in place to review safety works which exceed target times to consider whether there are valid reasons for the delay. Actions: The service continues to closely monitor contract performance.							
41	Measure: Killed and seriously injured casualties per billion vehicle miles Reporting Frequency: Annually (September)	103	2019	2020	2021		A
			121	127 (2020 Target: 112)	118 (2021 Target: 107)		

Highways and Transport	2022/23 Target	Performance Over The Last 3 Periods	DoT	Year End Forecast
<p>Performance Analysis: Dec-22: The latest available data is for 2021, was previously reported in Q2 2022-23 of the PRR and shows results of 118 per billion miles travelled, a 15% drop on 2020. This is an annual measure and results from the Department for Transport for 2022 will not be available until Autumn 2023.</p> <p>In the meantime, we can report the following supplementary data - The KSI outturn for 2021 was 469, this is down 7% on 2020. There were 396 KSIs between 1st January 2022 and 30th September 2022. This is up 13% on the same period in 2021 and up 2% of the average, for the same period, over the last 5 years.</p> <p>Ongoing Road Safety Projects include:</p> <ul style="list-style-type: none"> • Major Road Network (MRN) Project – an assessment of the West Sussex MRN against the iRAP route safety assessment methodology has been completed, providing a “STAR rating” demonstrating the potential level of harm road users may be subject to on those routes. The results will be analysed and used as a guide for potential road safety schemes. • Cluster site analysis – we continue to monitor sites with clusters of collisions across West Sussex to help determine future priorities. • Route analysis – we continue to monitor routes with high collision numbers across West Sussex to help determine future priorities. • School Zig Zags project - In early 2023 we intend to partake in a behavioural change project for school zig zags at specific sites (yet to be confirmed) across West Sussex. <p>Actions: Our on-going road safety engineering schemes, education, training, and publicity include:</p> <ul style="list-style-type: none"> • Our partnership with The Sussex Safer Roads Partnership, promoting a wide range of behavioural change programmes. • Provision of Bikeability training to about 9000 year 6 pupils. • Approximately 35,000 offenders undertaking driver training courses each year. • Our Road Safety Facebook page, which allows us to engage with the community on road safety issues, run educational campaigns and generates discussion and dialogue between road users. • 13 locations were treated last year as part of an annual local safety programme that looks to make road improvements to areas that have historically higher number of road traffic accidents. Measures ranged from signing improvements, resurfacing with high skid resistant materials, to altering junction layouts. Four schemes have been delivered this year and a further 34 are at feasibility or detailed design stage. 				

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure – National Concessionary Fares and final 2021/22 pandemic related costs	£0.541m	Covid-19 Grant – Assumed funding	(£0.541m)	
Street Lighting PFI – Increase in energy prices less one-off backdated energy rebate	£3.400m	Reduced uptake in National Concessionary Fares	(£1.800m)	
Traffic Signals - Energy prices	£0.300m	Additional Income - Highways Street Works	(£0.600m)	
Highway Maintenance - Inflation	£0.400m	Additional Income - Road Safety Training and Local Transport Improvements	(£0.150m)	
In house Transport Provision - Increased demand and cost	£0.500m	Additional Income - Highways Agreement (Adoption of Roads)	(£0.350m)	
		Highways Service – Staffing vacancies	(£0.100m)	
Highways & Transport Portfolio - Total	£5.141m		(£3.541m)	£1.600m

Significant Financial Issues and Risks Arising

3. There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

4. As at December, the Highways and Transport Portfolio is projecting a £1.6m overspend, an increase in overspending of £0.5m when compared to September. Inflationary cost pressure remains the major issue within the budget this year.
5. **Street Lighting PFI** – Projected electricity costs for the winter period have increased by £0.8m due to higher than expected unit rates. Information received from our LASER purchasing consortium suggests the relief received through the national “Energy Bill Relief Scheme” will be lower than initially expected now that the complexities of its calculation and application are better understood. The potential for further variation remains.
6. The impact of this is partly offset by a one-off £0.4m reconciliation credit received relating to the winter 2021/22 period. The year-end overspending against the budget is now projected at £3.4m
7. **Traffic Signals.** The electricity price increases have also affected the traffic signals budget, where an overspending of £0.3m is projected.
8. **Highways Maintenance.** Inflationary cost increases have been lower than expected in some areas, which has reduced the projected year-end overspending from £0.6m to £0.4m.
9. **In House Transport Provision.** An overspending of £0.5m is now projected within the In-House Transport budget. The increase of £0.2m reflects continuing increased demand for internally provided home to school transport and inflationary pressure on running costs.
10. **National Concessionary Fares.** An increase of £0.2m to the general reimbursement cost estimate is projected, reducing the projected year-end underspending against the budget by £0.2m, from £2.0m to £1.8m.
11. Following consideration of revised Department for Transport (DfT) guidance, bus operators will continue to be reimbursed based on pre-pandemic patronage (adjusted for reduced service mileages) for the remainder of the financial year. Previous projections had reflected an expected return to reimbursement being based upon actual patronage from January 2023, however, uptake is recovering more slowly than anticipated and remains at around 60-70% of pre-pandemic levels. The approach adopted will increase reimbursement by £0.5m and provide support to allow further time for patronage to continue to recover, running alongside WSCC’s “Bus It” campaign to attract pass holders back to using local buses. The projected £0.5m impact will be met by the non-ringfenced Covid-19 grant.
12. **Additional Income Generation.** Income generation across the portfolio has exceeded budgeted assumptions in recent years and this is expected to continue, with an estimate of £1.1m included within the current projection. This includes income from street works charges to utility and telecommunication providers as well as income from highways fees and charges.

13. **Highways Service Staffing Vacancies.** Staffing cost projections have reduced by £0.1m due to continuing staff vacancies within the Highways Service.

Covid-19 Expenditure Update

14. Within the Highways and Transport Portfolio, a commitment to fund £0.5m of bus operator reimbursements, following recent revised Department for Transport (DfT) guidance that bus operations should continue to be reimbursed on pre-pandemic patronage (adjusted for reduced service mileages) is included with the non-ringfenced grant commitments, alongside the £0.040m of final invoices relating to 2021/22 Covid-19 highways costs.

Savings Delivery Update

15. The portfolio has a number of savings outstanding from previous financial years. Details of these savings are included in the table below:

Saving Activity	Savings to be Delivered in 2022/23 £000	December 2022		Narrative	2023/24
On street parking	376	376	G	Covid related pay and display income loss and newly extended controlled parking zones continued at a reduced level during 2021/22 and a similar level is currently projected in 2022/23. The impact of this will be mitigated in the short term through use of the On Street Parking Reserve, however, the position will continue to be monitored as post pandemic parking behaviours settle.	A
Charge for monitoring travel plans	50	50	G		G

Savings Key:

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

Capital Programme

Performance Summary - Capital

16. There are 22 schemes within the portfolio. 18 of the schemes in delivery are rated green, indicating that the project is reporting to plan. Two are rated as amber, indicating that there is an issue but that it can be dealt with by the project delivery team, one scheme is reporting as red, indicating that there is a significant issue requiring corrective action and one scheme is within its final retention phase. An update on the progress of the schemes not rated green are detailed in the table below:

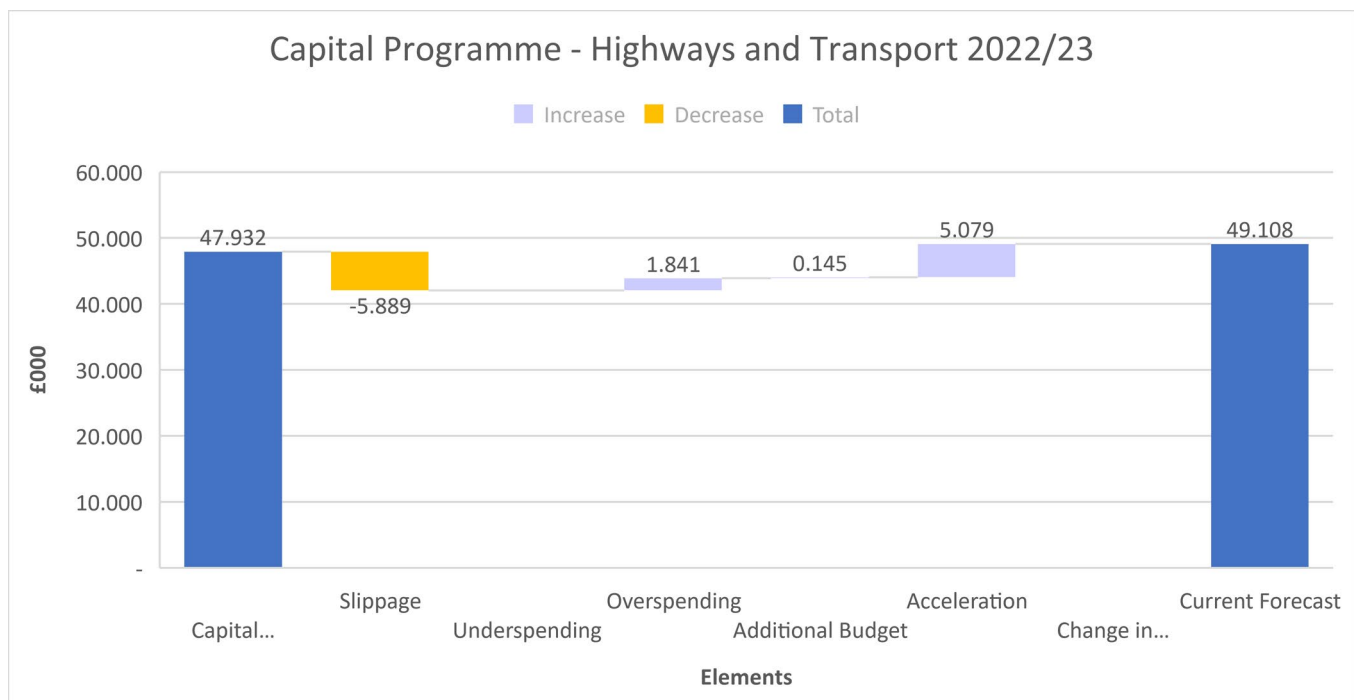
Agenda Item 6
Section 7

Scheme	RAG Status at Sep 2022	Reason	Latest RAG Status	Updated Position
A29	RED	Cost pressure	RED	Options being considered
A259 Phase 1 (Littlehampton Corridor)	AMBER	Time delay due to bad weather	AMBER	Timeline reset to be considered at next Board meeting
A259 Major Road Network	AMBER	Cost pressure	AMBER	Options being considered
LED Streetlight Conversion	AMBER	Protracted legal PFI Contract negotiation and associated Deed of Variation.	AMBER	Awaiting DfT clarification on final point in the Deed of Variation.

Finance Summary - Capital

17. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £49.790m for 2022/23. Budget of £1.858m originally profiled to spend in 2022/23 was accelerated into 2021/22, revising the capital programme to £47.932m.

18. Since this time, the profiled spend has increased overall by £1.176m, to give a current year end projection for 2022/23 of £49.108m. Of this increase, -£5.889m relates to slippage, £1.841m relates to overspending, £5.079m relates to projects where funding has been accelerated from future years and £0.145m of additional budget.



Key:
 Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2022/23 financial year capital programme forecast.

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

- **Slippage: (-£5.889m). Movement since Q2 report: (-£5.889m).**
 - **A284 Lyminster Bypass – (-£3.788m).** Construction start date had been delayed previously and now the programme has further delayed due to archaeology issues and recent extreme weather conditions.
 - **Street Lighting LED – (-£1.490m).** The Deed of Variation continues to be delayed while agreement is sought between all parties. As a result of this, the works are not likely to commence until February 2023 therefore funding has been profiled into future years.
 - **A29 Realignment, Arun Phase 1 – (-£0.470m).** Ongoing license discussions have led to delays with the nursery demolition works therefore funding has been reprofiled into future years.
 - **A259 Bognor to Littlehampton Corridor Enhancement, Arun – (-£0.141m).** Outline Business Case development started late due to the professional services framework contract renewal therefore funding has been reprofiled into future years.

- **Overspending: £1.841m. Movement since Q2 report: £1.841m.**
 - **A259 Corridor Capacity Enhancement, Arun - £1.841m.** An additional £1.841m has been added to the budget funded from the corporate contingency budget line to deal with the inflation pressures on this project.

- **Acceleration: £5.079m. Movement since Q2 report: £4.500m.**
 - **Annual Works Programme - £3.500m -** Acceleration of budget reflects work activity underway in the Delivery Programme across various workstreams ahead of schedule.
 - **Active Travel Fund - £1.000m -** Acceleration of funding reflecting works have started on the A24 in Findon, A259 Bognor to Chichester and the A259 in Shoreham.

20. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

Risk

21. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective portfolio sections. Further detail on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.

Agenda Item 6
Section 7

22. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.


Leader Portfolio (including Economy) - Summary

Performance Summary

- The Portfolio has a number of performance highlight to report this quarter:
 - West Sussex County Council, bidding as part of a South-East consortium, has been successful in securing funding from the Department of Culture, Media and Sport (DCMS) to deliver the Create Growth programme across the county. West Sussex is part of only six successful bids nationally. £1.275m has been provided to the consortium to provide support for high-growth potential businesses in the creative industries to grow including through developing the knowledge and skills they need to access private sector investment. Additional grant funding of £7.0m is provided nationally and will be open to creative businesses in West Sussex. The programme is launching early in 2023.
 - The Experience West Sussex Partnership, made up of all the West Sussex local authorities and hosted by the County Council, generated more than 16,000 leads for businesses through Shop Sussex activity over the festive season. The first campaign aimed at attracting staying visitors to the county during 2023 launched on Boxing Day and includes a new campaign video `Celebrate in Sussex` featuring West Sussex vineyards, glamping, events, water sports, dog-friendly activities, and local food and drink.

Our Council Performance Measures

- The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Leader	2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
Measure: Enterprises supported to start, revive, innovate and grow Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.	1,760	Mar-22	Jun-22	Sep-22		G
		2,385	1,751	2,169		
15	Performance Analysis: Sep-22: A key focus of the council's Economy Plan is to provide support to enterprises, encouraging successful start-ups and helping established businesses to revive, innovate, and grow. Seven initiatives make up the KPI, which are The Track creative digital hub in Bognor Regis; partnership programmes Experience West Sussex supporting tourism enterprises, and Business Hot House, RISE, and LoCASE providing business support, innovation support, and grants to enterprises; and a programme to support enterprises to reduce their carbon footprint and become more sustainable. One further programme is in development being led by the County Council on behalf of the West Sussex local authorities to support enterprises to adopt digital technology and services to help achieve business goals. Overall programmes are progressing broadly on target and the KPI is exceeding target for the year.					
Actions: All initiatives to continue as part of Economy Plan headline actions for 2022/23.						

Agenda Item 6
Section 8

Leader		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
20	Measure: Percentage of premises able to access gigabit-capable connectivity by 2025 (working towards government target of 85% by the end of 2025) Reporting Frequency: Annually (April)	55.0%	2019/20	2020/21	2021/22		G
			8.8%	21.2%	50.3%	↗	
Performance Analysis: Dec-22: Working with DCMS (Department for Digital, Culture, Media & Sport) and suppliers within the county with commercial plans or Voucher schemes. Market engagement is now completed to obtain feedback from suppliers regarding the Intervention Area Project Gigabit. Actions: The Project Gigabit procurement is due to be launched January 2023.							
24	Measure: Number of growth deals in place with district and boroughs Reporting Frequency: Annually (April)	7	2019/20	2020/21	2021/22		G
			7	7	7	→	
Performance Analysis: Dec-22: Two successful Brownfield Land Release Fund bids announced, totalling approximately £1.0m. Littlehampton Town Centre Public Realm Improvement works have commenced on site and Southwick Square public realm improvements have been approved for capital allocation of up to £0.6m. Actions: Works are due to commence in Wivelsfield as part of the Phase One Burgess Hill Place and Connectivity Programme. Additionally, planning permission has been submitted for two projects in Crawley which will be reviewed in Q4.							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
		Staffing vacancies within the portfolio	(£0.300m)	
Leader Portfolio - Total	£0.000m		(£0.300m)	(£0.300m)

Significant Financial Issues and Risks Arising

3. There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

4. As at December, the Leader portfolio is projecting a £0.300m underspend. This underspend has arisen due to a number of in-year staffing vacancies.

Savings Delivery Update

5. The portfolio has no named savings target for 2022/23.

Capital Programme

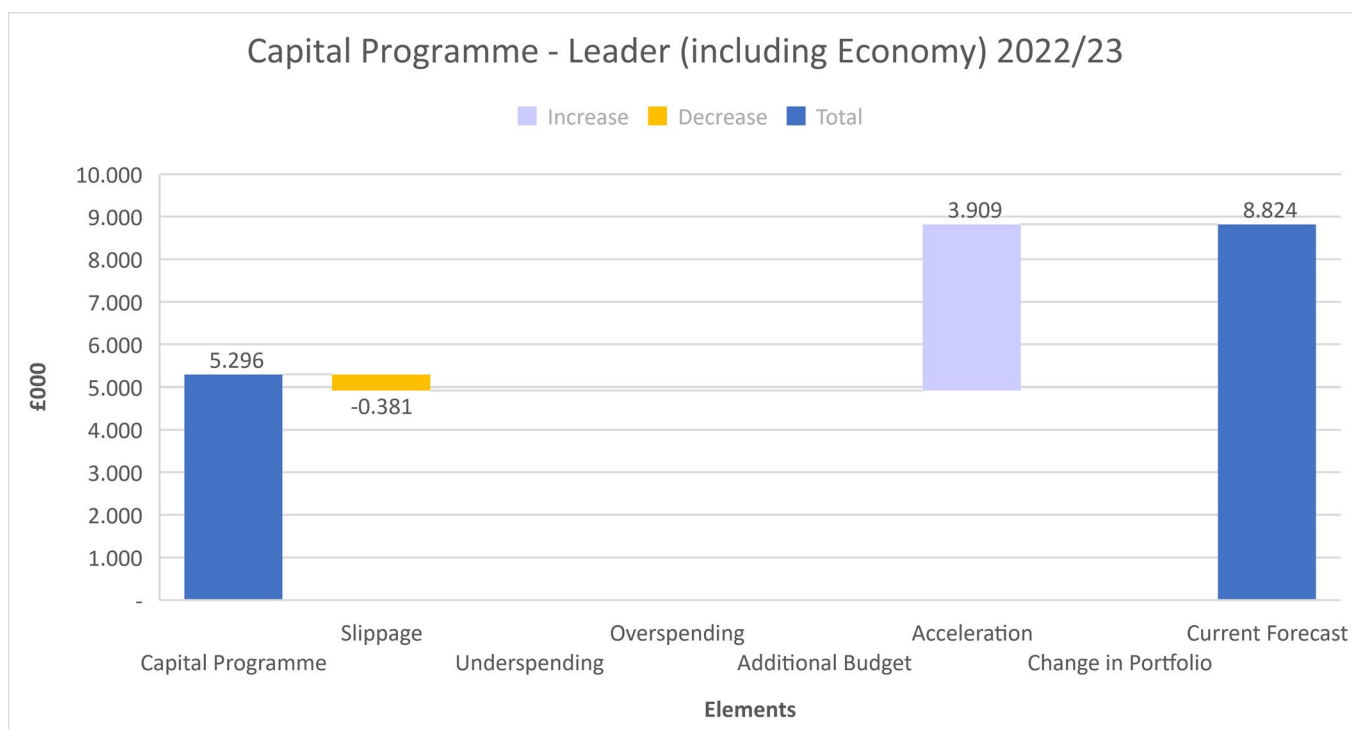
Performance Summary

6. There are 12 schemes within the portfolio. Seven of the schemes in delivery are rated green, indicating that the project is reporting to plan. Two schemes are rated as amber, indicating that there is an issue but that it can be dealt with by the project delivery team and three scheme are within their final retention phase. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at Dec 2022	Reason	Latest RAG Status	Updated Position
Burgess Hill Phase 1 - Stations	AMBER	Time delay due site issues	AMBER	Contractors' timeline to be revised
Worthing Public Realm – Railway Approach	AMBER	Cost pressure on build.	AMBER	Awaiting figures from Worthing Borough Council.

Finance Summary – Capital

7. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £2.956m for 2022/23. Budget of £2.340m originally profiled to spend in 2021/22 was slipped into 2022/23, revising the capital programme to £5.296m.
8. Since this time, the profiled spend has increased overall by £3.528m, to give a current year end projection for 2022/23 of £8.824m. This increase relates to -£0.381m of slippage and £3.909m of projects where funding has been accelerated from future years.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2022/23 financial year capital programme forecast.

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

- **Slippage: (-£0.381m). Movement since Q2 report: (-£0.381m).**
 - **Worthing Railway Approach – (-£0.150m)** - Following a review of the scheme it has currently been put on hold, profiles have been reprofiled as construction is now due to begin somewhere in 2023/24.
 - **Bognor Regis Esplanade – (-£0.231m)** - Discussions on local development proposals, scheme concepts and inclusion in highway and urban realm schemes has resulted in delayed agreement on preliminary design scope.

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR68	The government have placed restrictions and imposed requirements on Local Authorities to support in the management of the Covid-19 pandemic. If local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness.	10	10
CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	8	8

11. Further details on all risks can be found in **Appendix 4** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Public Health and Wellbeing Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - **Member Development Session – Public Health in West Sussex.** A County Council Member Development Session focused on Public Health in West Sussex took place on 4th November 2022. Hosted by the Cabinet Member for Public Health and Wellbeing and led by the Director of Public Health and members of her leadership team, the session provided an opportunity for members to learn about public health and how it is delivered locally in West Sussex. This included statutory duties, key themes, funding and public health contributions to improving the impacts and outcomes of the four Council priorities. The session also outlined the role of the West Sussex Health and Wellbeing Board and its strong links with the new Integrated Care System for Sussex. There will be opportunities for further learning on public health topics for members at future Member Development Sessions.
 - **Stoptober.** Organisations in the [Smokefree West Sussex Partnership \(PDF, 1MB\)](#), led by the County Council, supported the annual national stop smoking campaign by engaging with smokers through a range of media channels, with an emphasis on targeting smokers aged 25 to 50 from lower socio-economic groups who work in routine and manual jobs. Evaluation of the campaign locally is underway. Between 1 September and 16 October there were over 1,150 unique page views of the stop smoking services page on the West Sussex Wellbeing website - an increase of 135% from the same period last year. Those living and working in West Sussex can continue to access support to stop smoking from [West Sussex Wellbeing](#) and stop smoking support tools are available on the [Better Health website](#).
 - **Autumn Covid-19 Booster Programme and Flu Vaccination Programme.** Led by NHS Sussex, delivery of the Covid-19 Booster Programme and flu vaccination programme across the county has continued throughout the winter period, following their roll-out in September 2022. The County Council is supporting both vaccination programmes, through proactive communications to those eligible, to increase uptake, reduce inequalities, and improve the health of our local population. They are also offering a free flu vaccination voucher to staff and Elected Members who are not eligible for the NHS offer.
 - **Social Media Campaign – Mental Health Support.** The County Council ran a social media campaign from the end of summer and through autumn, to promote mental health support available locally and nationally, ranging from emotional wellbeing, through to support in a crisis, and support for local businesses. The series of 12 messages included key dates, such as World Mental Health Day (10 October 2022), and were also disseminated during the national period of mourning following the death of Queen Elizabeth II. While each post promoted a different service, the series of messages as a whole had an ongoing focus on cost-of-living pressures, each message reiterating that help is available for our residents and communities.

- Sussex Integrated Care Strategy** - With oversight of the Sussex Health and Care Assembly, the Sussex Integrated Care Strategy has been developed, following a period of co-production and suggestions for content, capitalising on opportunities created by being part of an Integrated Care System. The draft strategy was circulated to the West Sussex Health and Wellbeing Board virtually for comments, before the final strategy was presented to the Sussex Health and Care Assembly in December for sign-off, where it was unanimously supported. As per the statutory requirement of the Health and Social Care Act 2022, following approval from the Sussex Health and Care Strategy, the final strategy was received by the NHS Sussex Integrated Care Board on 4 January 2023. NHS Sussex and each local authority are required to respond to the strategy, including preparing a joint forward plan (JFP) before the start of each financial year. Systems are encouraged to use the JFP to develop a shared pan-system delivery plan for the Integrated Care Strategy supported by Joint Local Health and Wellbeing Strategies (JLHWSs), as outlined in draft national guidance.

Our Council Performance Measures

- The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Public Health and Wellbeing		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
	Measure		2020/21	2021/22	2022/23		
5a	Uptake of flu vaccine in over 65s or at risk	75.0%	83.7%	85.0%	80.1%	↓	G
	Performance Analysis: Dec-22: As of the 30th November (last validated and published data) the vaccination uptake for West Sussex was comparing well against the national averages of 76.2% and exceeding this in all 'at risk' groups. Actions: The Director of Public Health is a member of Sussex Covid-19 and Influenza Vaccination Programme Board to support and promote uptake across the system including and bringing in local authority involvement and support. Consultant in Public Health chairs West Sussex Covid-19 and Influenza Placed Based Cell and represents the County Council at the South East Vaccine Equality Network and NHS England Immunisation Programme Board.						
5b	Update of flu vaccine in 'at risk' groups	50.0%	56.7%	58.5%	46.9%	↓	A
	Performance Analysis: Dec-22: As of the 30th November (last validated and published data) the vaccination uptake for West Sussex was comparing well against the national averages of 42.7% and exceeding this in all at risk groups. However, this measure is rated 'Amber' as data is just below the 2022/23 target of 50%, at 46.9%. Actions: The Director of Public Health is a member of Sussex Covid-19 and Influenza Vaccination Programme Board to support and promote uptake across the system including and bringing in local authority involvement and support. Consultant in Public Health chairs West Sussex Covid-19 and Influenza Placed Based Cell and represents the County Council at the South East Vaccine Equality Network and NHS England Immunisation Programme Board.						

Public Health and Wellbeing		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
6	Measure: Healthy weight of 10–11-year-olds Reporting Frequency: Annually	Top Quartile in South East (66.1%)	2019/20	2020/21	2021/22		G
			69.8%	63.2%	65.7% (Target: 63%)		
Performance Analysis: Sep-22: 65.7% prevalence of healthy weight in Year 6. Actions: The latest data continues to provide a good basis for ongoing and developing obesity work for both Reception and Year 6 children for 2022/23. Obesity is a complex issue affecting all ages, which emphasises the importance of the need for a family targeted approach, working across all age groups. The National Child Measurement Programme (NCMP) for Reception and Year 6 for 2022/23 is on track and will be completed later in the year.							
31	Measure: Healthy life expectancy for men Reporting Frequency: 3 Year Rolling Average	66 Years (Pre-Pandemic Levels)	2017/18	2018/19	2019/20		A
			64.6 Years	66.0 Years	63.8 Years		
Performance Analysis: Sep-22: Updated local authority data for HLE for men for the 2018-2020 period has been released, which includes the first year of the Covid-19 pandemic (2020). This shows that since the last data period 2017-2019, HLE for men has decreased by 2.2 years to 63.8 years (2017-2019 66.0 years). It is important to note that the impact of Covid-19 continues, and there may be ongoing direct and indirect effects of the pandemic on health. Actions: Analyses have detailed the main causes of ill health, disability and death, and also the underlying risk factors, such as smoking, diet (including those high in salt, low in fibre, and fruit and vegetables) and obesity. This work is informing a population level approach agreed at West Sussex Health and Wellbeing Board and with local partners. In their capacity as Partner Member, the Director of Public Health presented a paper at the inaugural meeting of NHS Sussex Board in July 2022 on the population of Sussex (East Sussex, West Sussex, Brighton & Hove) outlining what are the most important health needs of our population across the area, based on the latest evidence available.							
32	Measure: Healthy life expectancy for women Reporting Frequency: 3 Year Rolling Average	64.8 Years (Pre-Pandemic Levels)	2017/18	2018/19	2019/20		A
			64.3 Years	64.8 Years	63.9 Years		
Performance Analysis: Sep-22: Updated local authority data for HLE for women for the 2018-2020 period has been released, which includes the first year of the Covid-19 pandemic (2020). This shows that since the last data period 2017-2019, HLE for women has decreased by 0.9 years to 63.9 years (2017-2019 64.8 years). It is important to note that the impact of Covid-19 continues, and there may be ongoing direct and indirect, effects of the pandemic on health. Actions: Analyses have detailed the main causes of ill health, disability and death, and also the underlying risk factors, such as smoking, diet (including those high in salt, low in fibre, and fruit and vegetables) and obesity. This work is informing a population level approach agreed at West Sussex Health and Wellbeing Board and with local partners. In their capacity as Partner Member, the Director of Public Health presented a paper at the inaugural meeting of NHS Sussex Board in July 2022 on the population of Sussex (East Sussex, West Sussex, Brighton & Hove) outlining what are the most important health needs of our population across the area, based on the latest evidence available.							
35	Measure: Number of people completing evidence-based falls prevention programmes Reporting Frequency: Annually	400			2021/22		A
			New Measure – No Data	New Measure – No Data	354		
Performance Analysis: Jun-22: 354 older people across West Sussex are recorded as having completed evidence-based strength and balance falls prevention programmes in 2021-22 delivered through West Sussex Wellbeing. These programmes are for older people at significant risk of falls with completion being defined as participating in 75% of programme sessions. Actions: It is important to highlight that NHS services also provide falls prevention programmes and therefore, it is likely that the number of older people completing these programmes across the county is higher than the West Sussex Wellbeing data reported here. It is also acknowledged that the pandemic response continued during 2021-22, impacting on both service delivery and older people's engagement with services. The County Council will explore opportunities to work with local authorities and health and care partners to coordinate and maximise our approach to falls prevention programmes across the county.							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 – Contain Outbreak Management Fund projects and expenditure	£3.651m	Covid-19 Contained Management Outbreak Fund Grant. Unspent grant to be C/F into 2023/24	(£3.651m)	
Public Health and Wellbeing Portfolio - Total	£0.000m		(£0.000m)	£0.000m

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

- Local Authority Public Health (LAPH) is funded by a ring-fenced Public Health Grant (PHG). Accordingly, the County Council is required to carry forward any underspending at the end of the financial year, so it remains available to spend in accordance with grant requirements. At the end of 2021/22 the amount carried forward into 2022/23 £3.1m.
- A number of elements have contributed to this position, mainly arising from the impact on services following the lockdown periods during the pandemic, additional operational pressures affecting the capacity for services to pick-up activity and changes in the way residents prefer to access and use the services differently, highlighting the need in some services, to review the model of delivery.
- Activity levels within a range of areas within Public Health continue to see fluctuations and have yet to return to pre-pandemic levels. This includes demand-led areas like NHS health checks and sexual health services, which saw lower than usual volumes during earlier phases of the pandemic. This remains the pattern in 2022/23, which makes it likely that the value of the Public Health Grant carry forward will have increased further by the end of the financial year. It is currently forecast, based on known activity, to increase by a further £2.8m.
- In-line with strict grant requirements, the Public Health Grant can only be spent on meeting public health outcomes for our local population, enabling the local authority to discharge its statutory public health functions. Therefore, the County Council is working to ensure any funds are utilised in the most effective way to meet these outcomes, including to address Public Health issues that have emerged over the last two and a half years and the impacts of the Covid-19 pandemic. As at the time of writing this report, the Public Health Grant allocation for 2023/24 still remains unknown.

Covid-19 Expenditure Update

8. As the pandemic continues, there remains a need to provide quality services and assistance to residents. Within the Public Health portfolio, work is continuing to support residents and businesses in containing outbreaks and managing Covid-19 and addressing the impacts of the virus on health outcomes and health inequalities.
9. £3.651m from the Contain Outbreak Management Fund was brought forward from 2021/22 and with the majority of this funding expected to be utilised during the financial year. In December 2022, the UK Health Security Agency wrote to councils to confirm that any unspent grant could be carried forward into 2023/24. It is currently forecast that £1.6m will be available in 2023/24 to help control any further outbreaks of Covid-19 and its consequences and any on-going costs that are being incurred.

Savings Delivery Update

10. The portfolio has no named savings target for 2022/23, however there is a direct link to the Support Services and Economic Development saving – Use of Uncommitted Public Health Grant (PHG). This saving has occurred due to the Help at Home contract being decommissioned in July 2021. This has allowed £0.088m of other eligible spend to be funded through the Public Health Grant.

Capital Programme

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

Risk

12. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective portfolio sections. Further detail on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.
13. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Support Services and Economic Development Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - Progress continues for the Digital Connectivity Infrastructure (DCIA) pilot, funded by the department of Digital Culture, Media and Sport (DCMS) to deploy an online platform to streamline acquisition of public sector assets by Mobile Network Operators (MNOs) to site equipment upon. This includes successful user acceptance testing with the local authorities and streamlining workflows. The platform will capture in one place the demand from MNOs making it easier to process requests. MNOs that have seen the platform have provided feedback to further improve and add value. All West Sussex district and borough councils are supportive of the pilot. We are proactively engaging with MNOs and Infrastructure Providers although it is becoming apparent that the lack of available streetlights/signposts is currently a barrier to encourage investment across the area as well as the lack of assets available from the county council results in a poor offering from the local authority.
 - Building Digital UK (a division of DCMS) has now launched the procurement for Project Gigabit in West Sussex (nationwide procurement of gigabit-capable broadband services for hard-to-reach areas). We form part of a joint lot with East Sussex, with a proposed Intervention Area covering approx. 62,000 premises with a value of £100 million, although the Intervention Area does not absolutely guarantee inclusion in any eventual contract, as this will be subject to a competitive procurement process. The Selection Questionnaire stage is due by February with an aim to sign the contract in September 2023.
 - Mobile 4G connectivity is increasingly becoming a focus in providing online connectivity in areas where broadband speeds are slow or non-existent. We have successfully trialed a bespoke 4G solution with selected businesses in rural areas in Chichester and Mid Sussex. We are now applying learning to the development of a 4G self-help guide to share with other rural businesses, and also preparing to make funding available to eligible businesses, which qualify for a bespoke 4G connectivity solution, through a '4G Mobile Broadband Voucher Scheme'. Progress is underway to procure a supplier for this scheme after Rural Project Board agreed a £30k pilot funding, with the intention to commit up to £0.140m if there is evident demand.
 - We are collaborating with District and Borough Councils on our 'Connected Spaces WiFi Project' to deploy freely available outdoor WiFi at key economic and tourist centres within the County. We've awarded a contract to a supplier, North, to design and provide the technology solution. The publicly available Wi-Fi will help to support each area's businesses and events by allowing outdoor online transactions and innovative digital ways of working. We expect it also to assist in marketing services to attract more visitors as they can share their experience online and promote the locations to new users. Site surveys have been completed, and detailed design is underway.



Agenda Item 6
Section 10

- We have welcomed our first cohort of internationally recruited Social Workers. So far, we have recruited 35 qualified social workers to work in Children’s Social Care in addition to the 10 within Adults Social Care. We have also secured additional resource to create additional capacity in the Resourcing Team funded by the Non-ringfenced Covid-19 grant. This means the team will be able to provide a more pro-active service than it has to date.
- The results of the Workplace Health and Wellbeing Assessment, which was undertaken across the whole Council, are now available. These results will be used to develop service-based action plans to support staff wellbeing and, in turn, assist with retention.

Our Council Performance Measures

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

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Support Services and Economic Development		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
			Jun-22	Sep-22	Dec-22		
45a	<p>Measure: County Councillors have the learning and development needed to enable them to carry out their roles well and it is delivered effectively. A programme design that meets member needs and delivery that works well. a) Attendance</p> <p>Reporting Frequency: Quarterly.</p>	50.0%	47.0%	47.0%	44.0%		A
	<p>Performance Analysis: Dec 22: Eight all-member development sessions were held in Q3, with average attendance levels of 44%, and satisfaction levels of 93%.</p> <p>It is not unusual to see a reduction in attendance at member training and development mid-electoral term; this is likely to be as a result of members elected in 2021 feeling more confident in the role and, in general, individual members attending only the sessions they feel they need to that add to their knowledge.</p> <p>Actions: The Member Development Group (MDG) continuously assesses attendance at, and satisfaction with, the member training and development programme. MDG will consider any measures needed to help increase attendance, including through ensuring the sessions reflect corporate priorities and meet members’ identified training and development needs.</p>						
45b	<p>Measure: County Councillors have the learning and development needed to enable them to carry out their roles well and it is delivered effectively. A programme design that meets member needs and delivery that works well. b) Satisfaction levels</p> <p>Reporting Frequency: Quarterly</p>	91.0%	100.0%	95.0%	93.0%		G

Support Services and Economic Development		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Dec 22: Eight all-member development sessions were held in Q3, with average attendance levels of 44%, and satisfaction levels of 93%.</p> <p>Satisfaction ratings are based on the scores given by members who provide feedback, which is usually around 30-35% of those who have attended an event.</p> <p>Actions: The Member Development Group (MDG) continuously assesses attendance at, and satisfaction with, the member training and development programme. MDG will consider any measures needed to help increase attendance, including through ensuring the sessions reflect corporate priorities and meet members' identified training and development needs</p>							
47	<p>Measure: Leadership and management - percentage positive response to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously"</p> <p>Reporting Frequency: Bi-Annually (November, May)</p>	78.0%	May-21	Nov-21	May-22	↓	G
	<p>Performance Analysis: Dec-22: In September, staff were asked to take part in our Health and Wellbeing Survey to gather views about the physical and mental health of workforce and how it relates to their work. We received 1,679 completed surveys (27% response rate). These results and accompanying action plans are currently being reviewed by ELT. Due to this survey, it was agreed to not run a Pulse Survey in October as there was a substantial overlap in questions/timeframe and we wanted to ensure staff didn't experience survey fatigue.</p> <p>Actions: We are using this pause in delivery of the Pulse survey to undertake a review of frequency, questions, and overall purpose to ensure that it still fits the needs of the organisation, as since our last review we have had the Covid-19 pandemic, causing one of the largest changes in the way of working our workforce has seen for many years.</p>	82.4%	81.2%	81.0%			
48	<p>Measure: Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues"</p> <p>Reporting Frequency: Bi-Annually (November, May)</p>	87.0%	May-21	Nov-21	May-22	↗	G
	<p>Performance Analysis: Dec-22: In September, staff were asked to take part in our Health and Wellbeing Survey to gather views about the physical and mental health of workforce and how it relates to their work. We received 1,679 completed surveys (27% response rate). These results and accompanying action plans are currently being reviewed by ELT. Due to this survey, it was agreed to not run a Pulse Survey in October as there was a substantial overlap in questions/timeframe and we wanted to ensure staff didn't experience survey fatigue.</p> <p>Actions: We are using this pause in delivery of the Pulse survey to undertake a review of frequency, questions, and overall purpose to ensure that it still fits the needs of the organisation, as since our last review we have had the Covid-19 pandemic, causing one of the largest changes in the way of working our workforce has seen for many years.</p>	90.6%	89.2%	91.0%			
51	<p>Measure: Percentage of digital services available from WSCC to support self-service</p> <p>Reporting Frequency: Quarterly</p>	70.0%	Jun-22	Sep-22	Dec-22	→	A
	<p>Performance Analysis: Dec-22: Percentage of digital services available from WSCC to support self-service is currently sitting at 64%. Since June we have embarked on our Digital journey with the first step of replacing the Capita telephony system. This is now bedding in and the procurement of further tools to support our performance measure will commence in January with a view to tools being deployed by December 2023.</p> <p>Actions: Measure is changing to a more targeted approach to channel shift which will be discussed at Full Council in February.</p>	65.0%	64.0%	64.0%			

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure – Undelivered saving for the reduction in legal costs for child protection and HR recruitment project expenditure	£0.709m	Covid-19 Grant – Assumed funding	(£0.709m)	
Customer Experience – Additional costs associated with the Children’s statutory complaint process	£0.130m	Democratic Services – staffing vacancies and continued reduction in Member travel and expenses.	(£0.081m)	
Other minor variations	£0.065m			
Support Services and Economic Development Portfolio - Total	£0.904m		(£0.790m)	£0.114m

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio’s Position

- As at December, the Support Services and Economic Development Portfolio is projecting a £0.114m overspend, a decrease of £0.157m when compared to September.
- Customer Experience Team.** This service is projecting a £0.130m overspend which relates to additional expenditure incurred following an update from the Local Government and Social Care Ombudsman on how local authorities handle complaints under the children’s services statutory complaints process.
- Staffing Vacancies and Travel.** There are vacancies within the Democratic Services Team and a reduction in members travel and expenses as a direct result of savings made from the continuation of some on-line virtual meetings. This has resulted in a projected underspend of £0.080m.

Covid-19 Expenditure Update

- £0.5m of non-ringfenced Covid-19 grant has been committed to fund short-term additional capacity within the HR Resourcing Team to provide a solution to the current recruitment challenges the Council is experiencing, particularly in relation to securing qualified social care staff.
- In addition, £0.2m of the Covid-19 grant has been used to offset the non-delivery of the legal costs for child protection cases saving which is not expected to be achieved this year due to the continuing need to employ agency

legal staff to clear the backlog of childcare cases in the courts. This saving is expected to be delivered in 2023/24.

Savings Delivery Update

9. In addition to the £0.338m of 2022/23 planned savings, there remains £0.700m of savings from the 2021/22 financial year which were not delivered on an on-going basis. To ensure that these savings are monitored and delivered, all of these savings are detailed in the table below:

Saving Activity	Saving to be Delivered in 2022/23 (£000)	December 2022		Narrative	2023/24
Licencing savings following re-procurement of ERP Solution	400	400	G	Due to revised implementation date of the Oracle system, it is unlikely that this saving will be achieved as originally envisaged in 2022/23. Other opportunities to cover this saving in 2022/23 have been identified.	G
Reduction in legal costs required for child protection cases	200	200	G	External counsel fees have been used to clear the backlog of childcare cases in the courts created by the Covid-19 pandemic, which has made this saving undeliverable in this financial year. This saving has been mitigated in-year through the use of the non-ringfenced Covid-19 grant.	G
Review of mileage, allowances and apprenticeship levy	100	100	B	Saving delivered.	B
IT Service Redesign	250	250	B	Saving delivered.	B
Public Health - Use of uncommitted Public Health Grant	88	88	B	Saving delivered.	B

Savings Key:

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

Capital Programme

Performance Summary

10. There are six schemes within the portfolio. One of the schemes in delivery is rated green, indicating that the project is reporting to plan. The other five schemes are funded from Business Pool Rates and report directly to the West Sussex Councils' Chief Executives' and Leaders' Board.

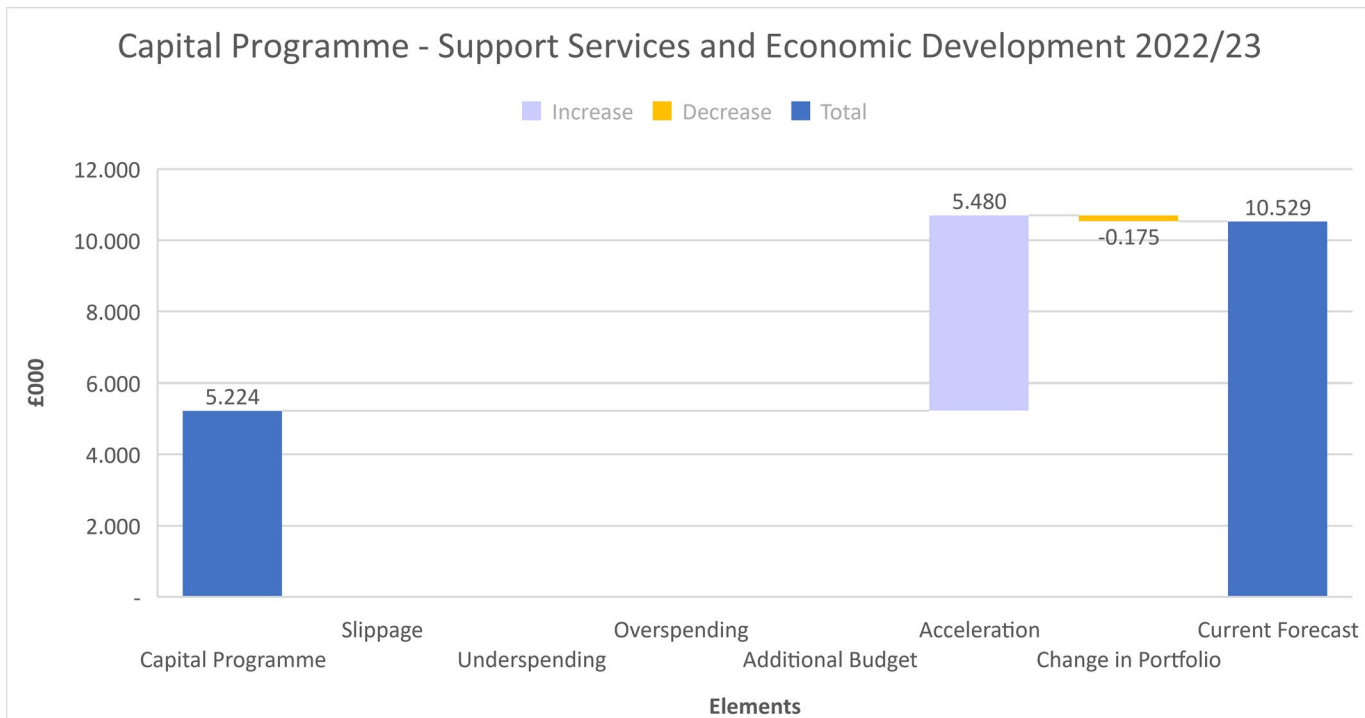
Finance Summary

11. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £9.106m for 2022/23. Budget of £3.882m

Agenda Item 6
Section 10

originally profiled to spend in 2022/23 was accelerated into 2021/22, revising the capital programme to £5.224m.

12. Since this time, the profiled spend has increased overall by £5.305m, to give a current year end projection for 2022/23 of £10.529m. This increase relates to the acceleration of funding from future years.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Current Forecast – Latest 2022/23 financial year capital programme forecast.

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

- **Acceleration: £5.480m. Movement since Q2 report: £5.280m.**
 - **Transformation Project - £5.000m** - Funding has been accelerated to align to the latest estimated spend for Smartcore.
 - **Gigabit Voucher Scheme - £0.280m** - Works have progressed quicker than first anticipated therefore funding has been accelerated from 2023/24 into 2022/23.

- **Change in Portfolio: (-£0.175m). Movement since Q2 report: (-£0.175m).**
 - **Transformation Projects (Waste): (-£0.175m).** Budget has transferred to Environment and Climate Change following a realignment of projects.

14. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR11	There is a risk that the Council will not be seen as an attractive place to work by current and potential employees. This will result in problems recruiting and retaining staff in key skills areas.	25	25
CR39a	As a result of failing to maintain and ensure the correct use of our security systems and protocols, there is a risk of a successful cyber-attack directly from external threats; or indirectly as a consequence of staff accessing unsafe links from external sources and unauthorised/insecure website browsing. This will lead to significant service disruption and possible data loss.	25	25
CR39b	Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.	9	9
CR50	WSCC are responsible for ensuring the health and safety at work of its staff and residents. There is a risk that if there is a lack of Health and Safety awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health and safety incident occurring.	9	9

16. Further details on all risks can be found in **Appendix 4** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Revenue Budget Monitor to the end of December 2022

	Approved budget	Latest budget for year	Projected outturn variation
	£000	£000	£000
Sources of Finance			
Precept	-532,646	-532,646	0
Business Rates Retention Scheme	-87,264	-91,922	0
Collection Fund Deficits	4,818	4,327	0
Covid-19 Income Loss Compensation	0	0	0
New Homes Bonus Grant	-1,959	-1,960	0
Revenue Support Grant	0	-13	0
Services Grant	-5,464	-5,464	0
Social Care Support Grant	-25,827	-25,827	0
Total Financing	-648,342	-653,505	0
	Approved budget	Latest budget for year	Projected outturn variation
	£000	£000	£000
Analysis of Expenditure			
Portfolio Budgets			
Adults Services	215,876	216,645	0
Children and Young People	139,318	140,707	12,600
Community Support, Fire and Rescue	45,110	46,181	-66
Environment and Climate Change	62,078	64,097	-2,980
Finance and Property	25,131	24,171	-423
Highways and Transport	41,372	38,744	1,600
Leader	2,892	3,056	-300
Learning and Skills	29,056	28,922	841
Public Health and Wellbeing	0	0	0
Support Services and Economic Development	41,487	41,813	114
Sub-total	602,320	604,336	11,386
Non-Portfolio Budgets			
Capital Financing - Repayment (MRP)	12,090	12,904	-25
Capital Financing - Interest	17,579	18,912	80
Revenue Contribution to Capital - Business Rates Pilot	4,614	4,614	0
Revenue Contribution to Capital - Other	2,255	2,297	0
Investment Income	-2,970	-2,970	-4,300
General Contingency	9,156	4,747	0
Transfers to/(from) Reserves - Business Rates Pilot	-4,614	-4,614	0
Transfers to/(from) Other Earmarked Reserves	7,912	12,757	0
Transfer DSG Deficit to Unusable Reserves	0	522	0
Sub-total	46,022	49,169	-4,245
Total Net Expenditure	648,342	653,505	7,141
Total Forecast Variation - overspending			7,141

	£000
Memo: Contingency	
Original Budget	9,156
Part Year National Insurance Saving	601
NJC & HAY Pay Award Allocations	-5,010
Available Contingency	4,747
Potential Commitments	
Fire Pay Award Estimate	-900
Tuped (Capita) Employees Pay Award Estimate	-200
Towards Projected Portfolio Overspend - Including Inflation Pressures	-3,647
	-4,747

Agenda Item 6

Appendix 1

Balances and Reserves	Balance at 31-March-22 £000	Projected Balance at 31- March-23 £000	Projected Annual Movement £000	Detail on Projected Annual Movements >£500k
Earmarked Reserves:				
Adult Social Care Reform Risk	-4,963	-19,963	-15,000	£15m reallocated to reserve to support anticipated future social care financial pressures.
Ash Dieback	-1,200	-1,200	0	
Budget Management	-61,657	-40,370	21,287	£31m reallocated to other earmarked reserves offset by £4.7m transfer as part of approved 22/23 budget plus additional £5.1m to reflect final settlement/Ctax/NNDR post budget approval.
Business Rates & Collection Fund Smoothing Reserve	-460	-10,460	-10,000	£10m reallocated to reserve to protect against shortfalls in council tax and business rate income.
Business Rates Pilot Fund	-17,380	-16,367	1,013	£1.0m applied to capital programme for Gigabit (Voucher Schemes 1 & 2 plus District/Borough projects).
Covid-19 Fund	-15,976	-6,684	9,292	£1.7m applied to capital programme per approved 22/23 budget, £3m set aside for Hardship Fund, and continuing support to communities £4.6m.
Economic Growth	-1,984	-1,672	312	
Highways Commuted Sums	-5,165	-7,542	-2,377	£3.0m forecast sums receivable by Planning Services during year; offset by £0.4m applied to eligible Highways Maintenance schemes.
Highways On-Street Parking	-1,397	-897	500	On-street parking expenditure expected to exceed income generated by £0.5m in year.
Inflation Contingency	-4,969	-1,475	3,494	To support 22/23 service inflationary pressures.
Infrastructure Works Feasibility	-1,930	-1,953	-23	Initial estimated transfer from the reserve to fund 22/23 feasibility studies.
Insurance Reserve	-3,329	-5,697	-2,368	£5.0m increase following a review of funding required in future years offset by 2022/23 insurance claim payments; and forecast revenue shortfall (schools income) following change from Schools SLA recharges to de-delegated arrangements.
Interest Smoothing Account	-2,778	-2,778	0	
Miscellaneous Service Carry Forwards	-1,311	0	1,311	Anticipated drawdowns for IT, independent case reviews, and Trading Standards.
Recycling & Waste PFI	-10,362	-10,198	164	
Schools Sickness & Maternity Insurance Scheme	-1,403	-1,403	0	
Service Transformation Fund	-13,346	-9,855	3,491	£1m reallocated to reserve. Estimated £4.5m to be spent in 2022/23 supporting transformation projects.
Social Care Pressures (Adults and Children's)	0	-5,028	-5,028	£5.0m residual balances of 22/23 Services and Social Care Support grants not applied to finance commitments in approved budget.
Statutory Duties	-2,246	-2,182	64	
Street Lighting PFI	-22,953	-22,911	42	
Unapplied Revenue Grants	-2,805	-807	1,998	Drawdown of 2021/22 carry forward funding.
Waste Materials Resource Management Contract	-23,497	-22,097	1,400	£1.4m applied to Environment and Climate Change portfolio per approved budget for estimated in-year lifecycle expenditure.
Other Earmarked Reserves	<u>-2,280</u>	<u>-1,675</u>	<u>605</u>	Social Care and Fire Improvement Funds transferred to support revenue costs.
Earmarked Reserves (Excluding Schools)	-203,391	-193,214	10,177	
School Balances	<u>-27,740</u>	<u>-27,575</u>	<u>165</u>	
Total Earmarked Reserves	-231,131	-220,789	10,342	
General Fund	-20,286	-20,286	0	
Capital Grants Unapplied	-21,229	-1,444	19,785	Unringfenced grants applied to finance the overall capital spend.
Capital Receipts Reserve	<u>-4,789</u>	<u>-4,789</u>	<u>0</u>	
Total Usable Reserves	-277,435	-247,308	30,127	

Service Transformation and Flexible Use of Capital Receipts Summary – Q3 2022/23

Service Transformation Summary

1. At the start of the year, the balance within the Transformation Reserve stood at £13.3m. In addition, the County Council's 2022/23 Flexible Use of Capital Receipts Strategy details that it has flexibility to fund up to £10.0m of qualifying transformation expenditure. The County Council will review transformational expenditure during the year and, if expenditure meets the Flexible Use of Capital Receipts statutory guidance conditions, will consider applying capital receipts funding. However, any final decisions will be taken at the year end.
2. There are a number of transformation projects currently underway which include the Smartcore Programme, Insourcing and Procurement of IT Services, Better Use of Technology within Children Services, Support Services Programme, Smarter Ways of Working Programme, Adult Services Professional Services Support and other smaller projects.

Smartcore Programme

3. Work is underway to replace our existing SAP system with Oracle Fusion as part of the SmartCore Programme. This is a complex programme which when implemented and fully embedded will improve processes in Finance, Payroll, HR and Procurement. The programme is at the Systems Integration Testing (SIT) phase and work towards a go-live date continues.

Insourcing and Procurement of IT Services

4. All prerequisites for transition to a hybrid cloud compute environment were completed during the third quarter. These prerequisites included rationalisation and subsequent targeted refresh of the Windows server estate to support transition to the desired hybrid cloud model and to facilitate the potential move of primary datacentre to smaller premises
5. In parallel with supporting the return of the Capita SSO contract, the IT Service concluded the review of key architectural components to inform imminent procurement activity to train and embed new cloud management skills within the inhouse IT operations team. These new skills will support implementation of a new Azure landing zone, new expertise will include tenant management (for multivendor tenants), group policy and enhanced security management as well as conversational artificial intelligence and knowledge/cognitive services to support the Council's digital agenda.

Better Use of Technology within Children's Services

6. A decision was taken by the Cabinet Member for Children and Young People in August 2021 to procure a recording system for Children, Young People and Learning. The contract commenced on 1st April 2022 for an initial period of two years, with an option to extend by up to two years. The implementation project

involves significant resource from across the Council for a period of 18 months. This will include business input, IT resource, training and project management.

7. Rationalising data systems in this way offers a major benefit to children, young people and families in terms of the better coordination of evidence-based services delivered to them.
8. Implementation of the recording solution (Synergy and Core+) is now underway. Admissions moved to using Synergy in September 2022 and Youth Justice are due to complete the move to Core+ in March 2023. Other work areas are on track to move to the new systems by September 2023.

Support Services Programme

9. The County Council's ten-year contract with Capita for internal support services ended on 30 September 2022, with Accounts Payable, Business Services Administration, Operational Procurement, Online Service Delivery (web team) and the Customer Service function moving to the Council. Employment Services, (including Payroll, Shared HR Services and HR Services to Schools), had already transitioned as planned in June.
10. The Graphic Design printing procurement concluded and the new service is in place. The induction of over 300 staff is well underway with a focus on maintaining service continuity and supporting the aims and objectives of the organisation as set out in the wider Council Plan.
11. Costs relating to the completion of the work within the programme to support the move of the services to the Council have now been finalised. These include legal support to award new contracts and novate the existing 3rd party agreements, transition costs and commercial consultancy support.

Early Years Property Support Project

12. Following the implementation of the revised Early Help model in West Sussex during 2021/22, a number of one-off and temporary costs have been incurred associated with the clearance and holding of properties. Work continues during 2022/23 to re-assign or dispose of vacated buildings, reduce holding costs and deliver savings in running costs across the estate.

Smarter Ways of Working Programme

13. The County Council continues to build on the learning and experience gained from the pandemic to help shape future working practices.
14. The first phase of this programme has been completed and the second phase of work is underway. The aim of the programme is to enable the Council to provide services from a reduced number of cost-effective workspaces with a significantly reduced carbon footprint, located and sized to meet the needs of our smarter working practices, our staff, our services and our customers.
15. Work is currently underway to redesign the floor layout at County Hall, building on the success of the Bridge House interior refit and reflecting industry best

practice. The revised layout will allow the Council to move staff from The Grange and Northleigh buildings, which is on course to be completed by the end of 2023

Adults Services – Professional Services Support

16. A programme of work has been agreed to oversee the delivery of the commitments made in Our Council Plan (2021-25) and the Adult Social Care Strategy (2022-25).
17. The programme is being delivered collaboratively with a combination of external resources with skills and experience in delivery of ASC programmes and in-house staff in the three core business areas (Commissioning, Operations and Safeguarding, Planning and Performance).
18. As at December, a number of workstreams within the programme have delivered the following:
 - The production of a Market Sustainability Plan and the completion of a cost of care exercise, which has been submitted to the Department for Health and Social Care, a requirement of all local authorities;
 - A review of current Section 75 arrangements with a clear commitment from the County Council and NHS Sussex to work collaboratively in the development of a new agreement during 2023/24;
 - The transfer of commissioning functions to allow for statutory activity to sit with the relevant responsible senior leadership;
 - The drafting of a new transition to adulthood pathway and revised protocol for young people with disabilities and young people with mental health issues;
 - Workstreams developed to enable future delivery of the adult social care charging reforms
 - Work has begun to agree a new model of care in respect of an integrated reablement service;
 - Business process mapping has been undertaken across the service to understand service processes and identify any areas for improvement;
 - Further development of community design, communications, engagement and co-production.
19. Collaboration between external resources and officers within Adults Services in delivering the outcomes above has been integral, as this will allow Adults Services to sustain the changes made over the longer term.

Waste – New Service Model (Recycling Credits)

20. In 2019/20, Cabinet allocated £2m to support District and Boroughs who commit to implement a New Service Model for refuse and reducing collections, to a specification and timetable agreed with the County Council, including separate food waste collections or alternative approaches which will improve performance and reduce costs.

21. Whilst the pandemic has impacted on the ability to drive this work forward, the County Council has continued to explore and incentivise household recycling and reduce demand pressure on the Council's waste services. A successful trial for segregation and disposal of food and absorbent hygiene products in Arun has now concluded and a further trial is underway in Mid Sussex. Other projects underway include:

- A collection service to gather kerbside waste electrical and electronic equipment (WEEE) in many areas including Adur and Worthing, Crawley and Horsham.
- Flat improvement project. The identification of potential flats in Crawley to understand barriers of waste minimisation and increase recycling quality.

Transformation Project Overview

Table 1 – Transformation and Capital Receipt Budget Allocations - Overview of Current Projects

Project	Total Transformation/ Capital Receipt Project Budget Allocated	Project Spend Forecast	2022/23 Expenditure - As At 31 st December
Smartcore Programme*	£14,070,000	£14,070,000	£2,855,694
Insource of Procurement and IT Services	£2,750,000	£2,300,000	£256,721
Better Use of Technology – Children's Services	£1,748,000	£1,748,000	£362,880
Support Services Programme	£1,200,000	£1,200,000	£349,237
Early Years Property Support Project	£847,000	£847,000	£192,121
Smarter Ways of Working Programme	£1,916,000	£1,871,000	£143,413
Adults Services – Professional Services Support	£1,950,000	£1,950,000	£1,118,131
Waste – New Service Model (Recycling Credits)	£2,000,000	£2,000,000	£30,387

Note:

*Smartcore Programme– Additional funding from schools to meet additional works to deliver their requirements (£0.857m) and one-off base budget (£0.250m) are not included in the budget allocation reported in this table.

2022/23 CAPITAL MONITOR as at the end of December 2022

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
	22/23 In-Flight Capital Programme (February County Council)	22/23 Pipeline Capital Programme (February County Council)	22/23 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2021/22	Total 22/23 Revised Capital Programme	Actuals to Date	In-Flight Forecast for Remaining Period	Pipeline Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults Services	127	0	127	0	127	48	79	0	127	0
Children and Young People	4,117	1,113	5,230	(3,273)	1,957	224	525	0	749	(1,208)
Community Support, Fire and Rescue	9,725	0	9,725	(2,534)	7,191	12,636	3,740	0	16,376	9,185
Environment and Climate Change	4,034	0	4,034	(116)	3,918	4,103	1,662	0	5,765	1,847
Finance and Property	8,161	475	8,636	(293)	8,343	2,091	3,200	0	5,291	(3,052)
Highways and Transport	49,790	0	49,790	(1,858)	47,932	28,090	21,018	0	49,108	1,176
Leader	2,656	300	2,956	2,340	5,296	6,194	2,630	0	8,824	3,528
Learning and Skills	28,774	2,000	30,774	2,286	33,060	19,829	15,886	0	35,715	2,655
Support Services and Economic Development	9,106	0	9,106	(3,882)	5,224	113	10,416	0	10,529	5,305
Total Capital Programme	116,490	3,888	120,378	(7,330)	113,048	73,328	59,156	0	132,484	19,436

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Corporate Risk Register Summary - December 2022

CR11

Current Score	Target Score	Initial Score	Risk Change
25	8	20	Unchanged ➡

Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Human Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action	Target Date
Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas.	ongoing
Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.	ongoing
Develop alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.	01/02/2023
Development and regular communication of comprehensive employee value proposition to support recruitment and retention.	01/03/2023
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	ongoing
Produce Directorate Workforce Plans, in collaboration with services, to identify skills, capacity and capability requirements (current and future). Including succession planning for key roles, and defining training and career pathways to support recruitment and retention.	ongoing
Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken	01/03/2023

CR58

Current Score	Target Score	Initial Score	Risk Change
25	9	25	Unchanged ➡

Risk Description

The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by COVID19. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.

Date Risk Raised

05/09/2018

Risk Owner

Director of Adults and Health

Risk Strategy

Treat

Risk Control/Action	Target Date
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	ongoing
Regular review of care homes business continuity arrangements to address government vaccination directive.	ongoing
Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).	ongoing
Produce and receive approval for final version of the Market Sustainability Plan.	01/02/2023
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	ongoing
Financial analysis of high risk provision - due diligence checks.	ongoing
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	ongoing

CR39a

Current Score	Target Score	Initial Score	Risk Change
25	16	20	Unchanged ➡

Risk Description

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

Date Risk Raised	01/03/2017
Risk Owner	Director of Finance & Support Services
Risk Strategy	Treat

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

CR22

Current Score	Target Score	Initial Score	Risk Change
20	12	16	Unchanged ➡

Risk Description

The financial sustainability of council services is at risk due to uncertain funding from central government and economic conditions (mainly inflation and interest rates) impacting on service delivery, and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 pandemic and the now cost of living crisis which is making economic conditions uncertain, and impacting on the cost of council services and demand for services.

Date Risk Raised	01/03/2017
Risk Owner	Director of Finance & Support Services
Risk Strategy	Treat

Risk Control/Action	Target Date
Continue to lobby for fairer funding for Local Government through annual settlements, the Fair Funding Review, Levelling Up Agenda and Business Rates reset.	ongoing
Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the PRR and MTFS as appropriate. Jan 23 - removed on change of risk ownership	ongoing
Financial Planning sessions with EMT and JLT taking place to ensure officers and Members understand and own the financial challenge.	ongoing
Monitor the use of additional funds made available to improve service delivery.	ongoing
Monthly monitoring of the financial position in 2022/23 and 2023/24 and reported to ELT and Cabinet Member for Finance to ensure pressures are visible and mitigating action put in place. This includes reporting on the delivery of savings in year.	ongoing
Publication of annual MTFS (Revenue and Capital) across a five year planning period aligned to the Council Plan. The budget gap for 2024/25 remains challenging - currently estimated at £40 to £50m over the medium term that will require a long term approach to financial planning and a different approach to identifying cost reductions and income generation (aligned to the Council Plan and priorities limited resources).	ongoing
Pursue additional savings options to help close the budget gap. Jan 23 - removed on change of risk ownership	ongoing

CR61

Current Score
15

Target Score
10

Initial Score
25

Risk Change
Unchanged
➡

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

Risk Description

A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.

Date Risk Raised
01/06/2019

Risk Owner
Director of Children, Young People and Learning

Risk Strategy
Treat

CR69

Current Score
15

Target Score
10

Initial Score
25

Risk Change
Unchanged
➡

Risk Control/Action	Target Date
Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.	ongoing
Deliver Children First Improvement Plan.	ongoing
Implement the Children First Service transformation model	ongoing
Service to ensure focus on Ofsted's framework and guidance for Inspecting Local Authority Services for children (ILACS)	01/03/2023

Risk Description

If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.

Date Risk Raised
01/03/2020

Risk Owner
Director of Children, Young People and Learning

Risk Strategy
Treat

CR74

Current Score
15

Target Score
10

Initial Score
15

Risk Change
Unchanged
➡

Risk Description

The overdue re-procurement of care and support at home services has been further postponed, meaning the contractual arrangements are non-compliant, inefficient to manage, difficult to enforce and present a risk of challenge and CQC criticism. The delay is to enable more time for the market to stabilise, to complete service reviews and to allow imminent legislative changes to take effect.

Date Risk Raised

01/04/2022

Risk Owner

Director of Adults and Health

Risk Strategy

Treat

Risk Control/Action

Target Date

Focus resource onto managing provider relationships to improve contract management. ongoing

Regular communication and engagement with providers on programme development/progress, and strategic direction/consequences of changes. ongoing

Service commitment to undertake re-procurement if and when required ongoing

Subject to appropriate approvals, opening up the Contingency Contract wider for providers to work with the Council in the interim ongoing

CR72

Current Score
12

Target Score
8

Initial Score
20

Risk Change
Unchanged
➡

Risk Description

The government have stipulated that from 9 Sep 2021 children in care under 16 will not be allowed to be accommodated in unregistered placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs, which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.

Date Risk Raised

01/08/2021

Risk Owner

Director of Children, Young People and Learning

Risk Strategy

Treat

Risk Control/Action

Target Date

Develop and publish a market position statement to be sent out to care providers and other LA's to engage them in placements and requirements, in line with the needs of children. 01/03/2023

Escalate to Assistant Directors and Exec Director any situation where a child or young person is at risk of being without a registered provision when they require one. ongoing

CR73

Current Score
12

Target Score
8

Initial Score
12

Risk Change
Unchanged
➡

Risk Description

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

Date Risk Raised
01/01/2022

Risk Owner
Director for Place Services

Risk Strategy
Treat

Risk Control/Action	Target Date
Align pipeline of projects for existing and future funding opportunities	ongoing
Built into county-wide Business Planning and budgeting process	ongoing
Clear prioritisation of CC Strategy delivery within Our Council Plan	ongoing
Existing estate & infrastructure made climate change resilient & future developments designed to be as low carbon & climate change resilient	ongoing
Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery	ongoing
SMART programme of actions based on clear definitions and metrics	ongoing

CR68

Current Score
10

Target Score
10

Initial Score
25

Risk Change
Unchanged
➡

Risk Description

The government have relaxed COVID-19 restrictions, however there are still requirements for Local Authorities to support the management of the COVID-19 pandemic. If there is a resurgence in COVID-19 infections and local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness.

Date Risk Raised
01/03/2020

Risk Owner
Chief Executive

Risk Strategy
Tolerate

Risk Control/Action	Target Date
Develop communications when required to manage expectations of staff and residents on WSCC response position.	ongoing
Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).	ongoing
Review and update business continuity and service critical plans.	ongoing
Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.	ongoing
To continue to lobby government groups to influence funding decisions.	ongoing

CR39b

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

Risk Description

Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.

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

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

CR50

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

Risk Description

WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.

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


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

CR7

Current Score
8

Target Score
4

Initial Score
16

Risk Change
Unchanged


Risk Description

There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes. Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.

Date Risk Raised

01/12/2019

Risk Owner

Director of Law & Assurance

Risk Strategy

Treat

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

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Workforce Information – Q3 2022/23

Leadership & Management		Indicator 2022/23	Q3 2022/23	Q2 2022/23
Leadership Stability	Percentage of Senior Management positions filled by permanent WSCC employees (Excluding Vacancies)	95%	100%	100%
	Rolling 12-month turnover percentage for permanent positions at HAY Grade (or equivalent) and above	11%	11.4%	11%
Resourcing & Talent		Indicator 2022/23	Q3 2022/23	Q2 2022/23
Employed workforce <i>(Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners & partners)</i>	Total Employed Headcount <i>(total number of people employed over reporting period)</i>	Not Applicable	6,019	5,689
	Employed Headcount <i>(at the end of the reporting period)</i>	Not Applicable	5,875	5,475
	Employed FTE <i>(at the end of the reporting period)</i>	Not Applicable	5,250	4,911
	Number of new Apprentice starters since the start of the financial year (excluding Schools)	113	74	52
Agency (Matrix)	Total contract spend with Matrix	Not Applicable	£6,117,539	£5,638,185
	Agency (Matrix) % of Employed workforce	Not Applicable	8%	9%
Staff Turnover	Rolling 12-month turnover rate	Between 9% & 13%	12.9%	14%
Performance & Development		Indicator 2022/23	Q3 2022/23	Q2 2022/23
Performance	Percentage positive response to the Pulse Survey question: "I have regular meaningful conversations with my manager about my performance, wellbeing and support needs"	78%	79% (May 2022 Survey)	79% (May 2022 Survey)
Learning & development	Percentage positive response to the question: "I have good opportunities to develop my skills and knowledge in line with my role and my aspirations"	70%	71% (May 2022 Survey)	71% (May 2022 Survey)
	Staff induction completion rates	90%	92%	80%

Wellbeing, Values & Ways of Working		Indicator 2022/23	Q3 2022/23	Q2 2022/23
Behaviours & Values	Percentage positive response to the Pulse Survey question: "I am treated with dignity and respect by my work colleagues"	87%	91% (May 2022 Survey)	91% (May 2022 Survey)
Ways of Working	Percentage positive response to the Pulse Survey question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to continuously improve"	78%	81% (May 2022 Survey)	81% (May 2022 Survey)
	Percentage positive response to the Pulse Survey question: "My ideas and opinions are valued and are used to help shape the way we work and our future planning"	73%	74% (May 2022 Survey)	74% (May 2022 Survey)
Level of sickness absence <i>(May retrospectively change due to late reporting of sickness)</i>	Rolling 12-month average number of calendar days lost due to sickness absence per FTE	15 Calendar Days p.a.	16.0	16.1
	Number of calendar days lost due to short term sickness absence (less than 21 calendar days)	Not Applicable	8,224	5,659
	Top reason for short term absence (less than 21 calendar days)	Not Applicable	Cold, Flu, Cough	Coronavirus
	Number of calendar days lost due to long term sickness absence (21 or more calendar days)	Not Applicable	13,932	12,966
	Top reason for long term absence (21 or more calendar days)	Not Applicable	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health
Diversity & Inclusion		Indicator 2022/23	Q3 2022/23	Q2 2022/23
Employee Disclosure Rate	Disclosure rate for self-declaration of an employee's: disability; sexual orientation; race/ethnicity; religion	40%	30.2%	30.7%

RAG Rating Key:		
R Significant Risk	A At Risk	G On Track

Workforce Summary Narrative

1. Of the 12 KPIs with a RAG status indicator, nine are reported as Green, two are Amber and one is Red. Last quarter there were eight Green and four Amber KPIs.
2. The KPI which is reporting as Red relates to the 'Employee declaration disclosure rate' for diversity data*. This KPI has changed from Amber because the declaration rate is 30.2% which is 9.8% below the indicator level for this financial year of 40%. This compares to 30.7% reported last quarter. The slight fall in the percentage is again due to a higher number of leavers who had declared all four Protected Characteristics, than have been replaced by new starters, who so far, have not declared their Protected Characteristic data. The communication campaign to encourage all staff to provide their diversity data is continuing. This multifaceted campaign will run over the next 6-12 months. The success of the campaign is being tracked and it is clear that a more targeted approach to Directorates, Services and Teams was needed and this is being implemented. This is also being tied-in with communications on Smartcore around the need for individuals to check and update their personal data. The declaration rate for the four individual Protected Characteristics is: 60% for Ethnic Origin; 45% for Disability; 42% for Sexual Orientation; and 32% for Religion/Belief – these are the same as the previous quarter except Ethnic Origin which was 61% in Q2.

* This KPI combines four Protected Characteristics (Disability; Ethnicity; Sexual Orientation; and Religion) and provides the percentage of the workforce who have provided their data across all four Protected Characteristics.

3. The two KPIs which are rated as Amber for Q3 are:
 - i. 'Number of new Apprentice starters since the start of the financial year (excluding Schools)'. The end of year indicator for this KPI is 113 but the Q3 figure is 74. Based on the number of learners who have recently applied or are going through the enrolment process, there will be 100 apprenticeship starters this year (if they all start before the end of March). There is the possibility of additional applications during the next quarter, but this might be offset by delays in some planned apprentices not starting by the end of the financial year, putting the achievement of the indicator at risk.
 - ii. 'Rolling 12-month average number of calendar days lost due to sickness absence per FTE'. The Q3 figure is 16.0 calendar days which is 0.1 days lower than the previous quarter, but still one day above the indicator level of 15 calendar days. Coronavirus accounts for 1,866 absence days of the total sickness absence for Q3 which is 8.4% (1,726 and 9.3% in Q2 respectively). If Coronavirus is excluded from the sickness absence data, then the rolling 12-month average number of calendar days sickness per FTE drops from 16.0 to 14.2 calendar days (14.3 in Q2). This would be below the indicator range and would result in this KPI being rated as Green.
4. The two KPIs which were reported as Amber in Q2 but are Green this quarter are:

- i. 'Rolling 12-month turnover rate'. The rate has changed from 14% to 12.9% which brings it within the indicator range of 9-13%. The fall in the percentage is mainly due to the large increase in headcount following the insourcing from Capita. This is because the calculation for this KPI is total leavers over the period divided by average number of employees, so the increase in the number of employees increases the average and therefore lowers the overall %. Another factor in the reduction is the rolling nature of the KPI, so for this quarter there were 137 leavers, whereas in the same quarter in 2021 (which is being replaced in the 12-month calculation) there were 180 leavers - again, this lowers the overall percentage of this KPI. The rolling 12-month turnover for Children, Young People & Learning is 15.8% and for Adult Services and Health it is 11.5% (17.2% and 14.2% respectively for Q2)
 - ii. 'Staff induction completion rates'. Last quarter this KPI was reporting 80%, significantly below the indicator level of 90%. The fall last quarter was predominantly due to the reduction of the completion rate in the Children, Young People and Learning Directorate (CYPL), which fell from 87% in Q1 to 74% last quarter. The overall County Council rate is now 92% which is back above the indicator level and the completion rate in CYPL this quarter has increased to 94%. This significant increase is the result of action undertaken by the Learning and Development Team which involved robust messaging around the importance of induction and supporting managers whose staff were not completing their induction training within required timescales. Another Directorate which had a reduced completion rate last quarter was Place Services where the completion rate had fallen from 93% in Q1 to 73% in Q2. The completion rate for Place Services this quarter has increased to 82% but this still remains below the indicator level.
5. The five KPIs based on the Pulse Survey remain the same as last quarter as there has been no re-run of the Pulse Survey during this quarter (last survey was in May 2022). The Pulse Survey is currently being reviewed and this might result in changes to the survey questions and/or the frequency the survey is conducted. Any changes affecting the current KPIs sourced from the Pulse Survey will be included in future reports to the committee.
6. Employee Headcount has increased from 5,475 in Q2 to 5,875; a rise of 400. Employed FTE also increased from 4,911 to 5,250, a rise of 339. Both increases are largely related to the last tranche of insourcing of staff from the Capita Shared Services contract (334 headcount and 276.4 FTE).
7. Total sickness absence has increased from 18,625 in Q2 to 22,156, an increase of 3,531 calendar days. The increase has been in both short-term sickness absence (less than 21 days absence) which has increased from 5,659 to 8,224 calendar days (+2,565) and long-term sickness which has increased from 12,966 to 13,932 calendar days (+966). In comparison with the same quarter in 2021, the number of absence due to sickness is almost identical with 22,256 calendar days in 2021, compared to 22,156 this quarter. However, with the significant increase in headcount, the value of comparing back to the same quarter a year ago is not as informative as previously reported quarters.
8. Despite the increase in total sickness absence, the rolling 12-month average number of calendar days sickness per FTE, which is our main indicator for

sickness absence, has fallen again to 16.0 days (from 16.1 days in Q2). This anomaly is mostly due to the significant increase in employee headcount following the insourcing of people from Capita. The increased headcount means sickness absence is spread across a wider employment base compared to previous quarters.

9. There has been a change to the top reason for short-term sickness absence (less than 21 calendar days). Last quarter the top reason was Coronavirus but this quarter the top reason for absence is 'Cold/Flu/Cough' with 2,163 calendar days. Short-term sickness absence attributed to Coronavirus is at a slightly lower level than the previous quarter (1,291 calendar days this quarter compared to 1,726). For long-term sickness absence (21 or more calendar days) the top reason for sickness is 'Anxiety, Stress, Depression, Mental Health' which is the same as the previous quarter.
10. During the discussion of the Q2 workforce information, Members asked for a breakdown of sickness by Directorate. The table below provides this breakdown for Directorates, plus the main Service in our two biggest Directorates (Adults & Health and CYPL). The overall organisation figure (WSCC) from the main KPI table is provided for context. The KPI reported in Table 1 is the 'Rolling 12-month average number of calendar days lost due to sickness absence per FTE'. This KPI has been selected because it provides an average per FTE which enables a direct comparison between organisational units which have considerably different headcounts/FTEs.

Table 1 - Rolling 12-month average number of calendar days lost due to sickness absence per FTE by Directorate

Organisation Level	Rolling 12-month average number of calendar days lost due to sickness absence per FTE	
	Q3 2022/23	Q2 2022/23
WSCC	16.0	16.1
Adult Services & Health	21.9	21.4
Adult Services	21.3	20.9
Children, Young People & Learning	16.9	17.3
Children & Family Services	20.1	20.5
Chief Executive's Office	4.4	6.1
Finance & Support Services	9.0	6.6
Fire & Rescue Service	10.7	12.6
HR & Organisational Development	6.5	7.3
Law & Assurance	8.2	6.4
Place Services	16.2	15.0

11. Members also requested officers consider providing figures in relation to the cost of sickness absence. In summary, this is complex and would require new data recording processes to be designed and implemented. The main issues are:
 - Not all absence has a monetary cost but rather one of lower productivity through reduced capacity.
 - Where there is a financial impact to the absence, due to agency usage or overtime payments for example, it is often difficult to directly link this to

a single member of absent staff and therefore challenging to identify the additional cost being incurred.

- Depending on an employee's terms and conditions and length of service, they may receive different and lower rates of pay whilst absent. It is therefore difficult to provide an "average" figure for a staff member based purely on their grade as there are other factors to consider.

12. Given the above issues, it would take significant work to establish a mechanism for collating the necessary data and report on any meaningful cost of absence, if indeed the data could be identified. With such complexity, there is a risk of providing information that is potentially misrepresentative and distracts from the overall aim of managing sickness absence through support to employees to return to work as soon as they can.

Report to the Performance and Finance Scrutiny Committee

10 March 2023

Smarter Working – Progress Report

Report by Director of Place of Services as Chair of the Smarter Working Programme Board

Summary

This report provides an update on the implementation of the Smarter Working programme which has been in place since late 2021 as part of the preparations for the way the Council would operate once the Covid 19 lockdown restrictions were lifted.

Focus for Scrutiny

The Key lines of enquiry for the committee include the following:

- That the aims and objectives of the proposals are clear and that they meet the needs of the Council Plan to ensure the priorities and targets of the County Council can be met and that there are no unintended consequences in relation to the services offered to clients/customers
 - That the proposals are flexible enough to meet the changing needs and work practices of the County Council
 - Service providers and officers have been involved and consulted on the proposals being recommended
 - The cost, financial benefit and/or savings implications of the proposal, how it represents good value and whether sufficient resources are available to support implementation have been assessed
 - That any significant risks to service provision have been identified and assurance sought on the effectiveness of actions planned to manage these
 - The proposals include a plan or commitment to meet the Council's commitment to climate change and the reduction of the carbon footprint of the Council
 - Plans are in place to monitor the implementation and impact of the proposal and identify how scrutiny could add value to this process in the future
-

Proposal

1 Background and context

- 1.1 The Smarter Working programme has been in operation since late 2021 and was set up to prepare the Council for the way office-based staff would work once the Covid 19 lock down restrictions were lifted. To guide the work programme an outline vision statement for how the Council would operate going forward was agreed as follows:

Smarter Working practices and tools enable our people to work in the most effective location for their job requirements, preferences and personal situation, choosing to work remotely or to make best use of a range of inspiring, flexible and modern council workspaces.

The council provides services from a reduced number of cost-effective workspaces and with a significantly reduced carbon footprint, located and sized to meet the needs of our smarter working practices, members, our staff, our services and our customers.

1.2 The Smarter Working programme is expected to deliver the following key outcomes:

- The Council will maintain the highest standards and quality of service provision whilst adapting to the new ways of working by significantly reducing the workspace provided for our staff and members.
- Council staff can operate in a flexible manner with regards to working location that better suits their work and personal lives with no negative impact on their well-being or productivity.
- The opportunity to increase the availability of services due to smarter working practices and more flexible hours of operation.
- Elected Members and the democratic processes to support them are enabled to work flexibly in accordance with Member expectations and needs.
- The ability to better meet the needs of our customers.
- Increased flexibility in how we best use workspaces, including provision of the most appropriate equipment to do the job.
- An effective property portfolio that matches, but does not exceed the Council's requirements, including Member meetings.
- The ability to be more agile and flexible to respond to external changes.
- An improved working environment for our staff.
- Reduced requirement for staff and Members to travel.
- Reduced requirements for workspace.
- To reduce the carbon footprint of the Council's operations.

1.3 The national Covid 19 pandemic response compelled the Council to rapidly implement new ways of working to deliver its services. In particular, the vast majority of office-based staff were required to work from home relying on IT to provide council services. This demonstrated that the Council could successfully maintain most services without staff being in offices yielding a lower carbon footprint. As the pandemic restrictions were lifted the opportunity has been seized to consider how the Council might best operate in the future: to assess how teams could work smarter, to understand the IT implications and the office accommodation requirements to meet Smarter Working.

1.4 From the initial lockdown in March 2020, office-based staff have experienced significant changes to their working practices. From the lifting of the lockdown restrictions in 2022, these staff entered a new phase of hybrid working. In particular, since April 2022 staff have worked in a hybrid way; they are expected to be in the office for those tasks that are better done face to face e.g. team meetings, and have the flexibility to work remotely based on service need and individual and team preference. It also enables the continued benefits of reduced staff travel. Although teams have developed their smarter

working plans it should be acknowledged that this is an evolving set of arrangements as we continue to learn what works best.

- 1.5 To support managers and staff to achieve the greatest benefits from new ways of working, a programme was initiated that reviewed the smarter working opportunities to define future accommodation requirements, additional IT needs and the necessary cultural change that is required.
- 1.6 Whilst from a cultural perspective, progress is being made, as with any large-scale organisational change programme, this is taking time to embed and is constantly evolving. Overall, feedback received from a number of staff webinars on the opportunities afforded to staff who are able to work in a hybrid way has been very positive. The main challenges to date have been largely pragmatic, relating to issues such as access to office and IT equipment, criteria for required presence in the office and car parking.
- 1.7 As Smarter Working moves to the next phase, and approaches to service delivery continue to develop, it will be important to ensure the associated accommodation, digital and cultural enablers are re-aligned to support these as appropriate. In particular, the proposed accommodation changes referred to in this paper will provide a helpful stimulus for culture change and will assist managers in further developing different ways of working both within the office environment and also remotely. To support this, it will be important to maintain a flexible approach to Smarter Working, recognising that what might work well for one service will not be appropriate for another. It is anticipated that managers and teams will need additional support to ensure accommodation changes have the necessary corporate and staff buy-in and this may require further capacity within the Human Resources & Organisational Development (HR&OD) team.

2 The approach to Smarter Working – Findings from Phase 1 Analysis

- 2.1 The approach to Smarter Working is driven by the Council Plan priorities so this is a business and service led initiative with Directorates and their teams having developed Smarter Working plans. The Smarter Working programme team has assessed these and then followed up with a series of over 100 in depth discussions with teams across all directorates and services to ensure they have understood the identified needs for workspace according to their plans for Smarter Working. This activity has also included an assessment of the work requirements for Members and the democratic process.
- 2.2 The webinars run by the Organisational Development Team within HR&OD have also provided a bottom-up insight into what managers and staff require to make Smarter Working effective. Over the last year, HR&OD has also produced a range of resources to assist managers and teams in the transition to hybrid working. This has included a toolkit and online Smarter Working Webinars. The webinars were well attended and attracted a wide audience from across all services and have also informed the design of Smarter Working.
- 2.3 The Smarter Working programme team consulted the Council's Corporate Performance and Planning team to consider whether remote working had any identifiable impact on Council Key Performance Indicators (KPIs) or performance. The finding is that there is no discernible impact. In addition,

HR&OD confirmed that remote working had not increased the number of staff calendar days lost to sickness, although it was difficult to be conclusive during a pandemic.

- 2.4 Importantly, following Covid 19, many more organisations are offering employees flexibility of where they work with many offering hybrid or fully remote working. The Council is struggling to recruit and retain staff in many areas, and it needs a strong offer to retain and compete for talent and this will need to include similar benefits offering flexible working. For the Council, smarter working has the added benefit that it will be able to attract talent from a broader geographic pool and retain staff who move away from the county and would previously have left the Council's employment.
- 2.5 In terms of accommodation, most office-based staff are located in four sites - the Chichester campus (comprising primarily County Hall main building, Northleigh and The Grange); Parkside, Horsham; Durban House, Bognor Regis; and Durrington Bridge House. The first two of these sites have been the focus of the accommodation assessment of converting service requirements into the need for desks and meeting rooms etc. In doing this the programme team has built in a margin of error allowing for 70% occupancy of buildings. This is not an exact science and acknowledges that Smarter Working is evolving, that there will not be an even occupancy across the working week and that we would not want to take out too much accommodation as it is more expensive to recommission property.
- 2.6 The key accommodation findings from the study are that there are more than sufficient desk and meeting room spaces in the main County Hall building (751 desk spaces) to meet the service requirements (625 desk spaces) of teams located on the whole Chichester campus. The total desk spaces on the campus is 1,477. This means that it would be practical to decommission Northleigh and The Grange. Similarly, in Parkside, Horsham there are 576 desk spaces (excluding those used by other organisations) and a smarter working need for 241 so a smaller replacement building should be explored.
- 2.7 From a service perspective, the findings are that these locations are in generally the right place. In particular, Adults' and Children's Services both require an office base in the north of the county and on the coast in the Worthing area. From an operational service perspective there is less of a requirement for a base at Chichester. Many of the support services or Place Services functions located in Chichester could equally be based elsewhere in the county and the Chichester location seems to be largely historic. County Hall has also been built to accommodate the meeting rooms linked to the Council's democratic functions. It is also clear that services require office spaces to be reconfigured very differently e.g. zoning for directorates/certain teams, more meeting rooms, informal collaboration spaces, quiet areas and private areas; and with less space a requirement for a booking system has been identified.
- 2.8 While there has been a focus on office accommodation the programme team has also sought to explore how the wider estate can assist smarter working (e.g. to use some appropriate fire stations for Children Young People & Learning accommodation for meetings).

3 Current Activity and Plans – Phase 2 Implementation

3.1 The key elements of the phase 2 implementation programme are summarised below and are due to be completed in 2023:

- Faithful and Gould has been engaged to support the programme team to develop and implement a programme of accommodation changes (directorate zoning, new workspaces, properly equipped workstations etc) within the existing main County Hall building on the Chichester campus and Parkside, Horsham to support the smarter working needs of teams identified through the analysis and to verify those requirements through monitoring space utilisation.
- Decommission The Grange and Northleigh on the Chichester campus. There have been initial discussions with Chichester District Council on whether it would like to move onto the County Council campus.
- Identify right size, low carbon office accommodation in the Horsham/Crawley area to replace Parkside, Horsham and develop options for consideration. Early discussions have taken place with Horsham District Council on whether it would like to join the County Council in exploring a shared alternative site. Based on the study findings of service requirements a replacement building would be around 42% of the existing County Council space in Parkside, Horsham. An initial benefit from Smarter Working is that part of the fourth floor has been released and let commercially to the Royal Society for the Prevention of Cruelty to Animals.
- Include alternative accommodation for Adults' and Children's Services in the feasibility work for the Centenary House site, Durrington as a potential replacement for Durrington Bridge House where the lease will expire in around 4 years.
- Explore the extent to which staff located at Durban House, Bognor Regis need to remain in that location and whether there is an opportunity to decommission that building
- Consider and develop with Members any plans for future working arrangements for Members.
- A desk booking system is being procured as this is likely to be required as the amount of available office space is reduced.

4 Consultation, Engagement and Advice

- 4.1 The Smarter Working Programme Board is an officer board that reports to the Executive Leadership Team (ELT) and is chaired by the Director of Place Services. It includes senior officers, at Department Leadership Team level, from all departments to ensure that Smarter Working meets business and service needs.
- 4.2 Managers and staff have been engaged via webinars which have been helpful in sharing experiences and learning from across the Council. A service stakeholder group has been established for the Chichester campus to ensure that there is systematic engagement with teams that will be affected by the consolidation of office accommodation in the main County Hall building. Unison has also been briefed on the Smarter Working Programme.
- 4.3 The programme team has also sought to learn from other similar organisations via the County Council network and has engaged professional experts in modern office design.

- 4.4 Smarter Working has been identified as a major corporate change project and an internal audit review is being undertaken to provide Members and ELT with assurance about the programme.

5 Finance

- 5.1 Phase 1 of the project has centred on gathering data on the smarter working plans that services have developed as the organisation moves to a new way of hybrid working. The conclusions from that evidence gathering has then been used to develop the scope and methodology for phase 2 of the programme.
- 5.2 The links between this project and the de-carbonisation work also being scoped will require additional resource primarily within the Property and Assets team and the exact size and cost of that team will be influenced by the extent and scope of both projects. The costs shown below assume resources to deliver both programmes concurrently.
- 5.3 Phase 2 will include the reconfiguration of accommodation within County Hall and the move from The Grange and Northleigh. The plan below sets out an estimate of costs based on the experience in the move from Centenary House in Durrington to Bridge House in Durrington. The exact scope of the works required will become clearer as requirements are firmed up and there is potential that some of these costs may be suitable for capitalisation.
- 5.4 The mothballing of The Grange and Northleigh will generate savings in respect of utilities and operational costs. Depending on their future use it may remove the need to de-carbonise these buildings.
- 5.5 Smarter Working will require further phases of work and it is envisaged that these will release additional savings but will also require investment. These will be subject to further reports based on the feasibility studies undertaken as part of phase 2.
- 5.6 The budget to deliver the programme is funded from the Service Transformation Reserve, although alternative funding sources will be explored as the detailed programme becomes clearer. The table below sets out the detail.

Table 1 - Funding requirements of the programme

Programme Activity		Total
	£'000s	£'000s
Phase 1 expenditure out turn	275	
Phase 2 Budget		
Property Team – additional temporary staffing		285
Booking System for meeting rooms and desks - set up costs and first year		144
Programme Management Team (2 staff) for phase 2		310
Feasibility Studies for alternative accommodation		60
Implementation of accommodation changes for Chichester and Parkside, Horsham		531
Contingency (20%)		266
Total Phase 2 Costs		1,596

6 Risk implications and mitigations

Table 2 - Risk Implications and Mitigations

Risk	Mitigating Action (in place or planned)
Costs to update County Hall exceed planned budget	The costs will be identified by our partners, Faithful & Gould, in March. This will be reviewed against the agreed budget. If it exceeds the budget then the Programme Board will develop options on how best to proceed, which may include reducing the planned work or reducing the scope of other elements of the programme.
The space in County Hall, once updated, is insufficient.	A significant amount of effort has been put into sizing County Hall. Daily occupancy checks have revealed that the requirements used for planning will provide a 25% contingency over the maximum observed occupation. Mothballing the Grange and/or Northleigh in the short term allow contingency if there is a significant increase in office space requirements.
The space in County Hall, once updated, is not fully utilised.	The first phase of this programme will pilot the provision of spaces that better suit hybrid working, it is expected that as the space is used we will review our planning figures and refine for other office hubs. We have taken a cautious approach and planned a level of contingency in the accommodation to ensure we do not impact service delivery.

<p>Staff resist the changes, delaying the programme and not taking advantage of the updated office space.</p>	<p>We have set up a stakeholder group with representatives from all teams that reside in the Chichester campus. We keep them informed and listen to their teams' concerns and seek to provide reassurance. We are planning staff engagement activities once the plans are known and will work closely with all teams to manage their move to the updated office space in County Hall.</p>
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7 Policy alignment and compliance

- 7.1 The Smarter Working Programme supports the Council Plan by seeking to implement the most effective and efficient ways of working and in so doing to also reduce the Council's carbon footprint. Smarter Working also seeks to maximise the use of our assets, reconfigure them in the most effective way and to secure the disposal of surplus assets.
- 7.2 The Council Plan includes a KPI with a target reduction in operational property space. The decommissioning of The Grange and Northleigh will release 6,038m2 of office space, representing around 3.7% of the operational estate of 161,625m2 as at March 2022. The proposed reduction will help achieve the KPI target of 140,600m2 in 2023/24.
- 7.3 Climate change presents an important challenge and Smarter Working is a clear opportunity. While the Chichester campus and Parkside, Horsham can be reconfigured to support Smarter Working the buildings are very poorly performing from a carbon footprint perspective and retrofitting will only bring limited gains. Decommissioning two buildings on the Chichester campus will help as combined they produce 36% of the total Chichester campus CO2 emissions. It is planned to explore some alternative site options initially for Horsham Parkside. Given the capacity of the organisation and the amount of change being proposed it is suggested that consideration of an alternative site for County Hall, Chichester is deferred for consideration in a future phase should that be indicated.
- 7.4 The Council's Human Resources (HR) policies are being reviewed and some may need adjustment to ensure they support Smarter Working and that the Council complies with its legal requirements as an employer and in respect of health and safety law. In particular, all staff will continue to have an office base in their employment contract. HR prepared a Smarter Working toolkit to assist managers and staff in developing their smarter working arrangements. Smarter Working will assist the Council in retaining and recruiting office-based staff as hybrid working arrangements will be available. The Council's IT offer, and its resilience have developed and have been able to support remote and office-based working. In particular, the implementation of Microsoft Teams was a significant step forward. A key issue for staff has been the availability of suitable IT kit to support both remote and office-based working and this will be addressed. Key issues are wider availability of IT kit in meeting rooms to support hybrid meetings and the kitting out of workstations. The programme team consulted with IT to confirm that the current IT service offer and the IT strategy both align with Smarter Working objectives.

- 7.5 The implementation of smarter working and the flexibility that it offers is expected to improve staff wellbeing. It was the case during the pandemic and continues to be the case that staff who need to work in the office for wellbeing reasons will be able to continue to do so.

Lee Harris Director of Place Services

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Appendices

None

Background papers

None

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Forward Plan of Key Decisions

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

The most important decisions will be taken by the Cabinet sitting in public. The meetings are also available to watch online via our [webcasting website](#). The [schedule of monthly Cabinet meetings](#) is available on the website.

The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the website. [Published decisions](#) are also available via the website.

A key decision is one which:

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

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

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

Finance, assets, performance and risk management

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

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

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

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

Published: 28 February 2023

Finance and Property

Property and Assets (Rolling Entry)	
<p>The Council Plan sets out the Council's ambition to minimise the burden of local taxation, delivering the agreed priorities for residents within the approved budget and capital programme. The Council maintains an Asset Management Policy and Strategy that details how the Council's Assets will be managed and developed to deliver against the targets within the Council Plan. An objective of the Asset Management Strategy is to acquire, manage, maintain and dispose of property effectively, efficiently and sustainably, together with optimising financial and commercial opportunities. Decisions may be taken by the Cabinet, the Cabinet Member for Finance and Property or by the relevant Cabinet Member in relation to assets under the control of the County Council in accordance with the approved and published Asset Management Strategy.</p>	
Decision by	Cabinet Member for Finance and Property (Cllr Jeremy Hunt), Cabinet
Date added	1 April 2022
Month	Between April 2022 and March 2023
Consultation/ Representations	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

Performance and Resources Report (PRR) (Rolling Entry)	
<p>The Performance and Resources Report (PRR) details the Council's position in relation to revenue and capital spending, budget planning, workforce projections, performance and risk management by portfolio against the County Council's priorities. The Leader, Cabinet Member for Finance & Property, or Cabinet will be recommended to approve the PRR and any decisions required in relation to budget (revenue or capital), resources and performance management.</p>	
Decision by	Cabinet, Cabinet Member for Finance and Property (Cllr Jeremy Hunt), Leader (Cllr Paul Marshall)
Date added	1 April 2022
Month	Before March 2023
Consultation/ Representations	<p>The following will be consulted:</p> <p>All Scrutiny Committees Cabinet</p> <p>Representations concerning this proposed decision can be made to the decision-maker via the report author, by the beginning of the month in which the decision is due to be taken.</p>

Background documents (via website)	None
Author	Fiona Morris Tel: 033 022 23811
Contact	Natalie Jones-Punch Tel: 033 022 25098

Endorsement Community Asset Transfer Lease: Phoenix Centre

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. The following vacant property has been identified as suitable for Community Asset Transfer:

- Phoenix Centre, Westloats Lane, North Bersted, Bognor Regis, West Sussex, PO21 5JD

This has 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 this property. 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, a preferred lessee will be chosen.

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

Decision by	Cabinet Member for Finance and Property (Cllr Jeremy Hunt)
Date added	9 March 2022
Month	March 2023
Consultation/ Representations	The following are being consulted: local member Representation can be made via the officer contact in the month prior to that in which the decision is to be taken.
Background documents (via website)	None
Author	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill Tel. 033 022 22551

Support Services and Economic Development

Award of Contract(s) Information Technology Services (Rolling Entry)

In December 2020 the Cabinet Member for Economy & Corporate Resources approved a proposal via decision [ECR04 20-21](#), to insource and recommission, through new contracts, the services currently provided by Capita through the Information Technology outsource contract.

The Cabinet Member delegated authority to the then Director of Finance and Support Services to progress the programme and commence procurement of the Service Desk and End User Compute Services, Networks, Telephony, Cloud Hosting and Infrastructure and Application Management Services. In accordance with the decision a procurement exercise is being undertaken.

Contract(s) will be awarded to the successful bidder(s) from June 2021 and such dates as contractually needed. Initial service transitions commenced in July 2021.

Decision by	Director of Finance and Support Services (Taryn Eves)
Date added	14 April 2021
Month	Before April 2023
Consultation/ Representations	The following are to be consulted: External consultants SOCITM Representation concerning this proposed decision can be made to the decision-maker via the report author, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None
Author	Stewart Laird Tel: 033022 25310
Contact	Suzannah Hill 033 022 22551

Award of Contract: 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 has undertaken a procurement process for a data archive solution to retain historic Finance, Human Resources and Procurement records in line with data retention obligations.

Decision [SSED02 22-23](#) delegated authority to the Director of Finance & Support Services to award the decision.

Decision by	Director of Finance and Support Services (Taryn Eves)
Date added	7 July 2022
Month	March 2023

Consultation/ Representations	SME's 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

Award of Contract: Highway Asset and Customer Management system

The provision of an asset and customer management system is critical to ensuring the County Council can meet its statutory duty to maintain the highways maintainable at public expense and to be able to prove that the authority had taken such care as in all the circumstances is reasonably required to comply with that duty. The current contract has been novated back to the Council from Capita PLC and is due to end on 31 March 2023. A new three-year contract is required and in consultation with the Cabinet Member, procurement has commenced.

Upon the conclusion of the procurement process, the Director of Finance and Support Services, in consultation with the Assistant Director (Highways, Transport and Planning) will be asked to award a contract for the provision of a highway asset and customer management system.

Decision by	Director of Finance and Support Services (Taryn Eves)
Date added	22 December 2022
Month	March 2023
Consultation/ Representations	No consultees currently identified Representations concerning this proposed decision can be made to the decision maker, via the report author, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None
Author	Chris Barrett Tel: 033 022 26707
Contact	Suzannah Hill Tel: 033 022 22551

Extension WSCC Dynamic Purchasing System for Learning and Development Service Training Providers	
<p>The WSCC Dynamic Purchasing System (DPS) for learning and development service training providers used by East Sussex, Brighton & Hove and Surrey County Councils, was implemented in April 2017 following a key decision in September 2016 and further key decision in January 2021 to extend its validity period to the end of March 2023.</p> <p>The Director of Human Resources & Organisational Development the DPS will be asked to endorse the extension of the DPS for a further year to end March 2024.</p>	
Decision by	Director of Human Resources and Organisational Development (Gavin Wright)
Date added	18 January 2023
Month	March 2023
Consultation/ Representations	<p>The following will be consulted: other public bodies using the DPS - Brighton and Hove City Council, Surrey County Council and East Sussex Council.</p> <p>Representation can be made via the officer contact in the month prior to that in which the decision is due to be taken.</p>
Background documents (via website)	None
Author	Lindsey Hannant Tel: 033 022 22435
Contact	Suzannah Hill Tel: 033 022 22551

Performance and Finance Scrutiny Committee Work Programme
March 2023 – January 2024

Topic	Type of scrutiny	Timing
<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>	Performance	<p>Qtr3 March 2023</p> <p>Qtr4/End of Year June 2023</p> <p>Qtr1 September 2023</p> <p>Qtr2 November 2023</p>
<p>Smarter Working Programme</p> <p>Scrutiny of the findings and recommendations of the Smarter Working Programme with particular reference to the implications for the services within the committee’s portfolio responsibility; HR, Property, IT and Finance.</p> <p>Focus for Scrutiny agreed by BPG in February 2023:-</p> <ul style="list-style-type: none"> • That the aims and objectives of the proposals are clear and that they meet the needs of the Council Plan to ensure the priorities and targets of the County Council can be met and that there are no unintended consequences in relation to the services offered to clients/customers, • That the proposals are flexible enough to meet the changing needs and work practices of the County Council, • Service providers and officers have been involved and consulted on the proposals being recommended, • The cost, financial benefit and/or savings implications of the proposal, how it represents good value and whether sufficient resources are available to support implementation have been assessed, • That any significant risks to service provision have been identified and assurance sought 	Policy	March 2023

Topic	Type of scrutiny	Timing
<p>on the effectiveness of actions planned to manage these,</p> <ul style="list-style-type: none"> • The proposals include a plan or commitment to meet the Council’s commitment to climate change and the reduction of the carbon footprint of the Council, • Plans are in place to monitor the implementation and impact of the proposal and identify how scrutiny could add value to this process in the future. 		
<p>Call-in – Property Disposal Marle Place, Burgess Hill</p> <p>Key lines of enquiry for the Committee include (by reference to the call-in request):</p> <ul style="list-style-type: none"> • Whether sufficient effort has been made to ensure that community interests could be incorporated into the asset sale (as set out in the Council’s Asset Management Policy) and also how community interest could be secured • Whether the potential for a partial sale has been properly considered. 	Policy	March 2023
<p>Informal Session – feedback on what has worked well and what could be done differently for feeding into the Scrutiny Annual Report.</p>	Performance	March 2023
<p>Scrutiny Annual Report</p> <p>Scrutiny of the Annual Report ahead of presentation to the July meeting of County Council.</p> <p>Focus for Scrutiny agreed by BPG:-</p> <ul style="list-style-type: none"> • Does the report 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 	Performance	June 2023

Topic	Type of scrutiny	Timing
<ul style="list-style-type: none"> Does it sufficiently identify best practice or lessons learned to be shared between scrutiny committees and areas of improvement or development 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>SmartCore</p> <p>Scrutiny of the Smartcore system to ensure aims, benefits and objectives of the new system can be achieved and that lessons have been learnt for future large-scale projects.</p> <p>Focus for Scrutiny to be agreed.</p>	Performance	June 2023
<p>Annual Appts of Committee Chairman, Vice-Chairman and Business Planning Group</p>	Committee Business	June 2023
<p>Informal Briefing Session on the Capital Programme</p> <p>To include implications of slippage and inflation on the Programme and also how schemes are prioritised.</p>	Policy	June 2023
<p>IT Policy and Digitisation Strategy</p> <p>Scrutiny of the Digitisation Strategy and the updated IT Policy and the changes required as a result of the changing way the Council operates and how IT will support this. Committee to provide input to the changing Policy. To include implications of digital economy and e-commerce for the Council.</p> <p>Focus for Scrutiny to be agreed:-</p> <ul style="list-style-type: none"> That the aims and objectives of the proposals are clear and that they meet the needs of the Council Plan to ensure the priorities and targets of the County Council can be met and that there are no unintended consequences in relation to the services offered to clients/customers, That the proposals are flexible enough to meet the changing needs and work practices of the County Council, That any significant risks to service provision have been identified and assurance sought 	Policy	September 2023

Topic	Type of scrutiny	Timing
<p>on the effectiveness of actions planned to manage these.</p> <ul style="list-style-type: none"> That the requirements of e-commerce and the digital economy have been considered in the way the Council operates and develops in future. 		
<p>Social Value Charter</p> <p>Report to cover a review of the Charter to ensure it still meets the needs and objectives in the Council Plan, how the Charter is being applied and what has been achieved since the original Charter was developed.</p> <p>Focus for scrutiny to be agreed.</p>	Policy	TBC
<p>Procurement Act – change in legislation</p> <p>To cover how the Council will apply the legislation and implications of the Act on the workings of the Council, including what needs to be done differently to comply.</p> <p>Focus for scrutiny to be agreed.</p>	Policy	TBC
<p>Progress on the Joint Venture Partnership</p> <p>Scrutiny of the progress being made on the JV aims and objectives.</p> <p>Focus for scrutiny to be agreed.</p>	Performance	November 2023
<p>Recruitment and Retention</p> <p>Scrutiny of the progress made in improving the recruitment and retention of staff following initial scrutiny in January 2023. Related to Corporate Risk 11.</p>	Performance	January 2024
<p>Business Planning Group</p>		
<p>Committee and BPG to monitor PRR in relation to Capital Programme (including Horsham Enterprise Park and Broadbridge Heath Retail Park), cyber security, Economy Plan, savings, change programmes and climate change to identify any issues arising for future scrutiny.</p>	Performance	TBC
<p>Grant funding</p> <p>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.</p>	Budget	TBC

Topic	Type of scrutiny	Timing
<p>TFG proposed to review arrangements in relation to commissioning/procurement/contract management.</p> <p>BPG to consider outcomes required, link to legislation changes.</p>	Performance	TBC

Appendix A – Checklist

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Scrutiny Business Planning Checklist

Priorities	<p>Is the topic:</p> <ul style="list-style-type: none"> • 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? • key decision preview, policy development or performance?
What is being scrutinised and why?	<ul style="list-style-type: none"> • What should the scrutiny focus be? What key lines of enquiry should be covered? • Where can the committee add value, what impact can scrutiny have? • What is the desired outcome from scrutiny?
When and how to scrutinise?	<ul style="list-style-type: none"> • When can the committee have most influence? (Is the committee getting involved at the right time, or the earliest opportunity?) • What is the best approach - committee, TFG, one-off small group, informal briefing or written update? • What research, visits or other activities are needed could complement the scrutiny? • Would scrutiny benefit from external witnesses or evidence?
Is the work programme focused and achievable?	<ul style="list-style-type: none"> • Have priorities changed – should any work be brought forward, stopped or put back? • Can there be fewer items for more in-depth consideration? • Is there a balance between policy development, performance monitoring and key decision preview? • Has sufficient capacity been retained for future work?

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Performance and Finance Scrutiny Committee

10 March 2023

Property and Assets: Freehold Disposal of Marle Place, Burgess Hill – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

A proposed decision (P20 (22/23)) was published for the Cabinet Member for Finance and Property on 13 February 2023 in relation to the freehold disposal of Marle Place, 171 Leylands Road, Burgess Hill, West Sussex, RH15 8HZ. The Cabinet Member is being asked to endorse the disposal of the whole of the site and delegate authority to the Director of Property and Assets in conjunction with the Director of Law and Assurance to conclude the terms of the sale with the purchaser. The site was declared surplus to the Council's requirements in October 2022 (Decision FP10 22/23).

A request to call-in this decision for scrutiny has been accepted by the Deputy Monitoring Officer. The Committee is therefore asked to scrutinise the proposal set out in the decision report attached (Annex 1).

Annex 2 provides members of the committee with the response to the issues raised in the call-in request including consultation undertaken with the community.

The focus for scrutiny

Key lines of enquiry for the Committee include (by reference to the call-in request):

1. Whether sufficient effort has been made to ensure that community interests could be incorporated into the asset sale (as set out in the Council's Asset Management Policy) and also how community interest could be secured
2. Whether the potential for a sale of part only of the site has been properly considered.

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

1. Details

- 1.1 A call-in request has been accepted for scrutiny of the decision in relation to the freehold disposal of Marle Place, 171 Leylands Road, Burgess Hill. The request was made by four members of the Council (Councillors Stuart Condie, Kirsty Lord, Richard Cherry and John Milne). The reasons for the call-in request were:
 - a) The matter has not received public scrutiny
 - b) That the Asset Management Policy, objective 4 was not followed (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)

- c) That insufficient effort has been made to incorporate community interests in the asset sale
 - d) That the potential for a partial sale of the site was not properly considered.
- 1.2 The call-in request was accepted as there has been no previous scrutiny of the proposals and there are legitimate grounds for consideration prior to the proposals being determined. The decision report is appended. Scrutiny should focus on the proposals contained in the attached report.
- 1.3 Members are asked to note that correspondence has taken place between the local member (Cllr Condie), the Cabinet Member for Finance and Property and the Director of Property and Assets in relation to the site.

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Annex 1 – Decision Report ([Ref FP20 22/23](#)) to Sell Marle Place Part I

Appendix A – Decision Report Part II Appendix (Restricted for Members only)

Appendix B – Site Plan

Annex 2 - Response to call-in request

Background Papers

None

Appendix A is NOT FOR PUBLICATION
By virtue of paragraph 3 of Part I of Schedule 12A
of the Local Government Act 1972

Key decision: Yes
Unrestricted Report/ Restricted Appendix
Ref: FP20 22/23

Report to Cllr Jeremy Hunt, Cabinet Member for Finance and Property
February 2023

Property and Assets : Freehold Disposal of Marle Place, 171 Leylands Road, Burgess Hill, West Sussex, RH15 8HZ

Report by Assistant Director of Property and Assets

Electoral division: Burgess Hill North

Summary

To accord with Standing Orders, this report advises on the outcome of the marketing of this property and seeks the approval of the Cabinet Member for Finance and Property to dispose of the County Council's freehold estate in the property. Offers have been received and approval is sought to sell to the preferred and highest bidder.

Recommendations

That the Cabinet Member endorses:

- (1) That the County Council disposes of its freehold estate at Marle Place, 171 Leylands Road, Burgess Hill, West Sussex, RH15 8HZ as set out in Appendix A of this report and
 - (2) Authority is delegated to the Director of Property and Assets in conjunction with the Director of Law and Assurance to conclude the terms of the sale with the purchaser.
-

Proposal

1 Background and context

- 1.1 WSCC owns the freehold estate of this property in Burgess Hill. Marle Place comprises two separate and self-contained two and three storey former residential properties, each with their own separate self-contained gardens with mature trees and shrubbery. The houses share a large tarmac hard standing area used for parking that abuts Leylands Road. Over the years the properties have been subject to a number of alterations and additions to support the current commercial use, providing classrooms and teaching facilities.

Agenda Item 10

Annex 1

- 1.2 Marle Place has until recently been leased to a provider of Adult Education services. The lease expired and the property returned to the estates team.
- 1.3 The Council owns the freehold estate of this property which was declared surplus to the County Council's operational requirements in the Key Decision ([Ref FP10 22/23](#)) in October 2022.
- 1.4 In accordance with usual practice, external marketing agents were subsequently appointed and the property was offered for sale on the open market with final offers now received.
- 1.5 The offers received are shown in **Appendix A Part II** to this report, attached for members only.
- 1.6 The offers have been investigated by the appointed selling agents in conjunction with the Valuation and Estates team and following agreement of heads of terms and a period of due diligence, acceptance of a bid is now recommended.
- 1.7 It is also proposed to dispose of a very small strip of land held under the same freehold title to Mid Sussex District Council to facilitate a new improved cycle and footpath, part of the Burgess Hill Place and Connectivity plans – known as Green Links Phase 1. The freehold title will be split to allow for the separate disposal of this area and the prospective purchasers of Marle Place have been made aware of the amended demise of the disposal.

2 Proposal details

- 2.1 The proposal is to sell the property to the preferred bidder as outlined in Appendix A Part II.
- 2.2 Should the offer be withdrawn then the proposal is to sell to the next highest bidder or to another party, subject to the period of time that may have elapsed, it is possible that the property would need to be remarketed.
- 2.3 The sale is subject to contract, survey and legal due diligence only.
- 2.4 It is proposed that the Cabinet Member for Finance and Property agrees to this transaction being concluded by delegated authority to the Assistant Director of Property and Assets in conjunction with the Director of Law and Assurance.

3 Other options considered (and reasons for not proposing)

- 3.1 An options appraisal has been undertaken and the site has been considered against a range of options including for possible social, community or environmental use, particularly where this could complement the Council's ambitions relating to climate change. No viable options have been identified in this case.
- 3.2 No alternative County Council service use has been identified for the property and the property is surplus to all operational service requirements.

4 Consultation, engagement and advice

4.1 The Local Member for Burgess Hill North has been consulted.

5 Finance

5.1 Revenue consequences: The disposal will reduce expenditure on security, utilities and other holding costs associated with vacant property. This saving will be reinvested within the budget to support further rationalisation of the corporate estate.

5.2 Capital consequences: A capital receipt will be achieved as detailed in Appendix A Part II

5.3 The effect of the proposal:

(a) **How the cost represents good value**

This is not a cost but a proposal to deliver a capital receipt sum. The property has been openly marketed to ensure that best value consideration has been achieved.

(b) **Future savings/efficiencies being delivered**

Savings in security and other ongoing holding costs associated with the holding of vacant property will be achieved

(c) **Human Resources, IT and Assets Impact**

The proposal supports the Asset Strategy to rationalise the property estate. There are no HR or IT implications.

6 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
The current purchaser does not proceed with the sale for whatever reason and the property needs to be re-marketed potentially resulting in a decrease in the offer and a reduced capital receipt	A deadline of two months will be given to the purchaser to exchange contracts from the exchange of documentation. Should the sale to the preferred bidder not proceed, WSCC will engage with other bidders to secure a sale above the agreed minimum value or make a decision as to when best to remarket the property.
There is a continued financial risk in holding onto under-utilised assets, which can delay capital receipts or income, or where there is no or limited service benefit.	The decision to dispose of the property within an agreed timeframe and a longstop date.

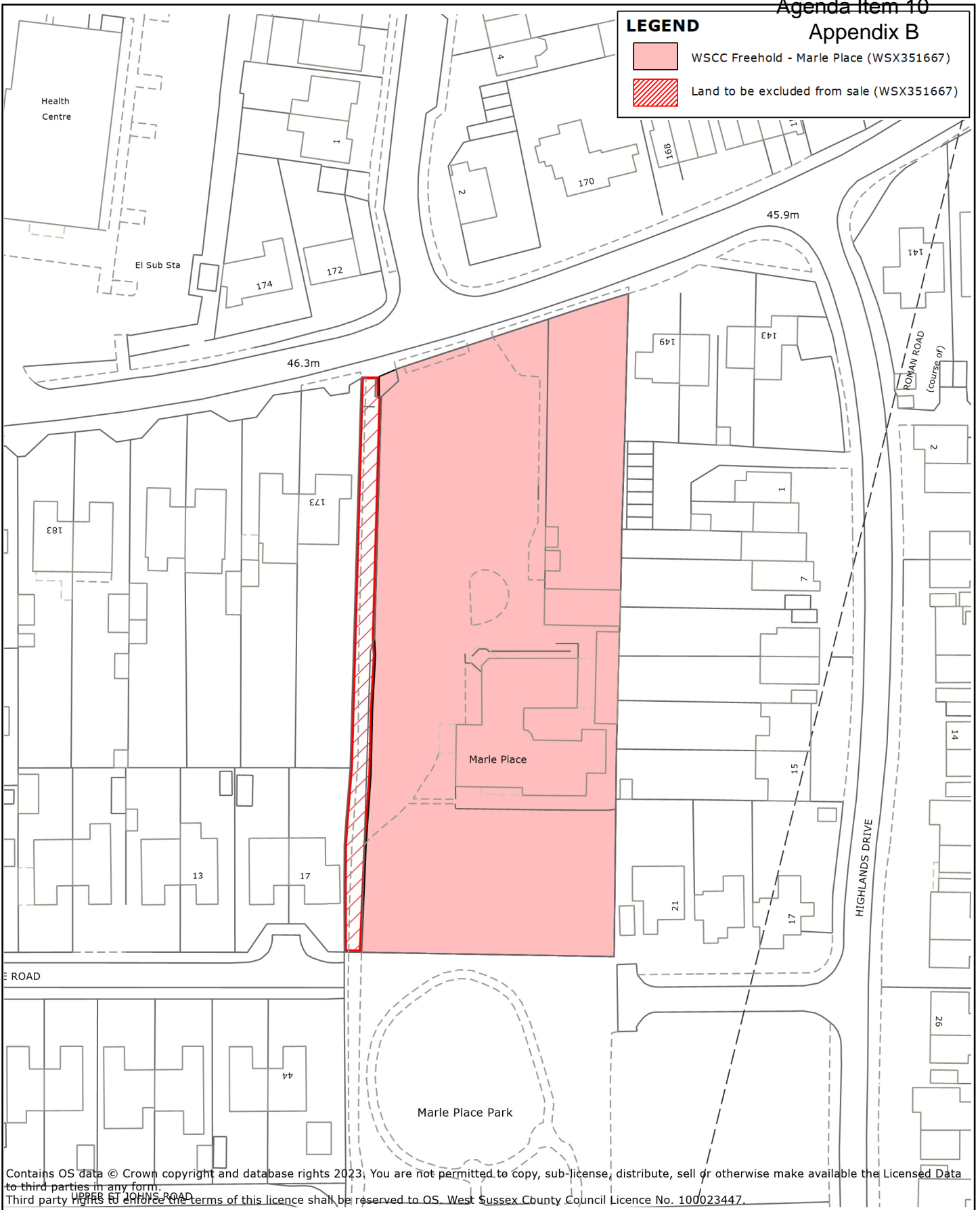
7. Policy alignment and compliance

- 7.1 The proposal supports the [Asset Management Policy and Strategy 2022/23 to 2025/26](#) which has a key objective to manage, maintain, acquire and dispose of surplus property effectively, efficiently and sustainably, together with optimising financial return. In line with this strategy the County Council now proposes to dispose of its freehold estate in this property.
- 7.2 There are no direct implications arising from the proposal on equality duty and human rights, climate change, crime and disorder, public health or social value.

Andrew Edwards



Assistant Director of Property and Assets

Contact Officer: Elaine Sanders, Head of Assets
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Marle Place

Area	Acres	Ha	Sqm	Produced by Land & Property Information	Map Reference:	TQ3119		
				Property & Assets Directorate	District:	MID SUSSEX		
					Parish:	BURGESS HILL		
					Scale @ A4:	1:1000		
					Drawing Number:	DP/V/2703 P12		
						Plot Date: 31/01/2023		

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Performance and Finance Scrutiny Committee

10 March 2023

Response to Call In – FP20 22/23 Property and Assets: Freehold Disposal of Marle Place, Burgess Hill

Report by Assistant Director of Property and Assets

Electoral division: Burgess Hill North

Summary

The Council owns the freehold estate of Marle Place, Burgess Hill which was declared surplus to the County Council's operational requirements by Key Decision ([Ref FP10 22/23](#)) in October 2022. A key decision to dispose of Marle Place has been published in March 2023 ([Ref FP20 22/23](#)).

An options appraisal was undertaken in line with the County Councils Asset Management Policy but no other viable options were identified or forthcoming in this case. This included consideration of potential community use. Partial re-use or dividing up the property would have not made economic or practical sense.

Proposal

1 Background and context

- 1.1 West Sussex County Council owns the freehold estate of Marle Place Burgess Hill. Over the years the various buildings on the site have been subject to a number of alterations and additions to support the current commercial use, providing classrooms and teaching facilities.
- 1.2 Marle Place comprises of two separate and self-contained former residential properties, providing approximately 11,000 sq ft of accommodation, set within a 1.44 acre/0.58 hectares site, including mature trees, shrubbery and a large tarmac hard standing area used for parking.
- 1.3 Marle Place was acquired by East Sussex County Council in 1949 for use as a home for children in care. Under the Local Government Act 1972 the boundaries of the county changed, so on the 1st April 1974, the property transferred to West Sussex County Council. From the records still available it appears the property was used as a Further Education establishment from the 1960s.
- 1.4 Until recently Marle Place had been leased to a provider of Adult Education services. The lease expired in August 2022 and the property returned to the estates team in September 2022 after clearance.
- 1.5 The site and buildings are tired and dated, requiring substantial investment if the buildings were to be retained or re-purposed. This would be necessary to

Agenda Item 10

Annex 2

bring the property into good repair and condition, address backlog maintenance and ensure safe, lawful compliance. Costs were projected to be over £350,000.

- 1.6 An options appraisal was undertaken 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. No viable options were identified in this case. The property was declared surplus in October 2022 (Ref FP10 22/23).
- 1.7 In accordance with usual practice, external marketing agents were subsequently appointed and the property was offered for sale on the open market. Details of the offers received are included in (Ref FP20 22/23). Part II of Key Decision (Re available for Members only).
- 1.8 The proposal is to sell the property to the preferred bidder as outlined in attached key decision (Ref FP20 22/23). The financial details and anticipated capital receipt are included in (Ref FP20 22/23). Part II of Key Decision (Re available for Members only). The accepted offer is in excess of £2.5m. West Sussex County Council and the purchaser have committed to complete the sale within 8 weeks of receipt of documents. The sale is subject to contract, survey and legal due diligence only.
- 1.9 It is also proposed to dispose of a very small strip of land held under the same freehold title to Mid Sussex District Council to facilitate a new improved cycle and footpath, part of the Burgess Hill Place and Connectivity plans – known as Green Links Phase 1. The freehold title will be split to allow for the separate disposal of this area and the prospective purchasers of Marle Place have been made aware of the amended demise of the disposal.

2 Decision to Dispose of Marle Place

- 2.1 The decision to put Marle Place on the market was taken based on the statutory duty to secure the best value in the disposal of assets under Section 123 of the Local Government Act.
- 2.2 As per this duty, and the commitment in the Council's new Asset Management Policy 2022, the Council considered a range of options including;- considering the property for an alternative County Council operational use, repurposing for education use, leasing out to a third party on full repairing and insuring terms, letting to multiple occupiers, community use, environmental schemes, redevelopment through our Joint Venture and disposal.
- 2.3 No alternative County Council service use was identified for the property and the property was surplus to all operational service requirements.
- 2.4 Although the property is not formally listed as an Asset of Community Value the County Council did consider whether any community use may be viable.
- 2.5 The community in Burgess Hill and the Town Council were aware, since early July 2022, that the previous tenants were due to leave Marle Place and that the property was going to be vacated. The first emails regarding the future of Marle Place were exchanged with local councillors on the 1st July 2022 and the local Member was shown round the property on the 12th July 2022.

- 2.6 These parties were advised that all options would be considered as part of the appraisal, and they were asked to advise if they were aware of any firm and appropriately funded proposals for the property, which should be considered as part of the option appraisal process.
- 2.7 The interest that was received during this time was of a general nature or related to only a part of the property. This included expression of interest by a local gardening charity who asked for some of the garden land to be adapted for growing food and education for the local community. There was also some interest from the Town Council in turning the gardens into allotments. Partial re-use would have not made economic or practical sense due to the detrimental impact on the disposal value as a whole.
- 2.8 The estate agents advise that it would be challenging to attribute a value to the walled garden area, (suggested as a possible allotment space), however the loss of value would be in the region of £400,000 to £700,000 off the overall sale price, for approximately 0.24 of an acre. This is based on the proportion of the overall site, whilst also accounting for how the loss of this area could impact any scheme that could be potentially deliverable on the site.
- 2.9 Though no formal interest in taking over the management of Marle Place from community groups and/or Town Council was received, officers did also engage with Mid Sussex District Council Community Facilities Project Officer and they indicated there was unlikely to be an organisation in a place to take on the asset.
- 2.10 After considering the options that were available as referred to above, the most viable option for the County Council was to sell the property, either as is, or for development, hence why the property was marketed by estate agents. This also resolves the projected maintenance costs for the site, which are expected to exceed £350,000, to modernise and refurbish the premises.
- 2.11 During the formal marketing period it is understood Burgess Hill Town Council visited the property. It is understood the Town Council resolved at its Council Meeting in November 2022 that it did not wish to purchase Marle Place.
- 2.12 The estate agent reports that it did not receive any formal offers from community groups during the marketing period for either the whole or part of the property.
- 2.13 The sale will generate capital receipts which will help to fund the capital programme with investment across the whole county. Use of capital receipts to fund the capital programme proportionately reduces the County Council's borrowing requirements and makes economic sense which is again of benefit to the whole of the county.

3 Other options considered (and reasons for not proposing)

- 3.1 An options appraisal was undertaken 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. As set out above the options were explored. No viable options were identified in this case.
- 3.2 No alternative County Council service use was identified for the property and the property is surplus to all operational service requirements.

4 Consultation, engagement and advice

- 4.1 The Local Member for Burgess Hill North was consulted and has been kept up to date with this matter since it first became apparent that the property would become vacant. This included extensive correspondence regarding a number of queries, which were all responded to fully. Consultation included an early visit to the property prior to the options appraisal process.
- 4.2 Interested Town Council Members were also kept up to date with the progress of the property vacation, the surplus declaration and the subsequent marketing and undertook a visit during the marketing period.
- 4.3 The Community Facilities Project Officer at Mid Sussex District Council was also consulted for information on community organisations seeking space in Burgess Hill.

5. Finance

5.1 Revenue consequences

The disposal will reduce expenditure on security, utilities and other holding costs associated with vacant property. Disposal will also negate the need to invest in the property, which is tired and dated, requiring investment to modernise, address disrepair and ensure safe, lawful compliance. The cost of works has been projected to exceed £350,000, by externally appointed surveyors.

5.2 Capital consequences

A capital receipt will be achieved as detailed in ([Ref FP20 22/23](#)). **Part II of Key Decision (Re available for Members only).**

5.3 The effect of the proposal:

(a) **How the cost represents good value**

This is not a cost but a proposal to deliver a capital receipt sum. The property has been openly marketed to ensure that best value consideration has been achieved.

(b) **Future savings/efficiencies being delivered**

Savings in security and other ongoing holding costs associated with the holding of vacant property will be achieved. This saving will be reinvested within the budget to support further rationalisation of the corporate estate.

(c) **Human Resources, IT and Assets Impact**

The proposal supports the Asset Management Policy to rationalise the property estate. There are no HR or IT implications.

6. Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
The current purchaser does not proceed with the sale for whatever reason and the property needs to be re-marketed potentially resulting in a decrease in the offer and a reduced capital receipt	A deadline of two months will be given to the purchaser to exchange contracts from the exchange of documentation. Should the sale to the preferred bidder not proceed, the Council will engage with other bidders to secure a sale above the agreed minimum value or make a decision as to when best to remarket the property.
There is a continued financial risk in holding onto under-utilised assets, which can delay capital receipts or income, or where there is no or limited service benefit.	The decision to dispose of the property within an agreed timeframe and a longstop date.

7. Policy alignment and compliance

- 7.1 The proposal supports the [Asset Management Policy](#) 2022/23 to 2025/26 which has a key objective to manage, maintain, acquire and dispose of surplus property effectively, efficiently and sustainably, together with optimising financial return. In line with this strategy the County Council now proposes to dispose of its freehold estate in this property.
- 7.2 This proposal aligns with the Council Plan 2021 – 2025 by “Making the best use of our resources” a key objective being that we will maximise the use of our assets by disposing of surplus assets.
- 7.3 There are no direct implications arising from the proposal on equality duty and human rights, climate change, crime and disorder, public health or social value.

Andrew Edwards

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