

Public Document Pack

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4 July 2022

Children and Young People's Services Scrutiny Committee

A virtual meeting of the Committee will be held at **1.30 pm** on **Tuesday, 12 July 2022**.

Note: This meeting will be held virtually with members in remote attendance. Public access is via webcasting.

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

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

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Agenda

- 1.31 pm 1. **Declarations of Interests**
- 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.
- 1.33 pm 2. **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.
- 1.38 pm 3. **Draft Outcomes on Securing an Education and Learning Strategy 2022-2025** (Pages 3 - 16)
- Report by Assistant Director (Education and Skills).
- The Committee is asked to consider the current progress in the development of the Strategy and provide comment on the key priorities and themes that have been identified, ahead of the

draft Strategy being developed.

- 2.53 pm 4. **Performance And Resources Report - Quarter 4** (Pages 17 - 60)

Report by the Director of Finance and Support Services.

The Committee is asked to examine the Council's corporate performance, finance, savings delivery and business performance for the services within the remit of this Committee.

- 3.53 pm 5. **Requests for Call-In**

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

- 3.55 pm 6. **Date of Next Meeting**

The next meeting of the Committee will be held on 29 September 2022 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Performance and Resources Report – Quarter 1 - 2022-23

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 16 September 2022.

To all members of the Children and Young People's Services Scrutiny Committee

Children and Young People’s Services Scrutiny Committee

12 July 2022

Draft Outcomes on securing an Education and Learning Strategy 2022-25

Report by Paul Wagstaff, Assistant Director (Education and Skills)

Electoral Divisions: All

Summary

The process of engaging with stakeholders and the broader community to inform priorities for the Education and Skills Service began in the autumn 2021. During early spring 2022, information, data and research was drawn together to identify key areas, core to the role of the local authority. This was done to better engage with the community on how West Sussex County Council should prioritise its work. An online engagement survey was launched in February 2022 and was promoted with partners, parents and families, and also with members of West Sussex County Council. The survey asked a range of questions and encouraged participants to share their views on what they considered ought to be the key priorities for the next three years. Almost 600 individuals took part in this survey. A number of engagement sessions subsequently took place with school leaders, education staff and representatives from the further education sector. Additional engagement sessions have taken place with schools, governors and multi academy trusts (MATs) around the Education White Paper: Opportunities for All, particularly around the role of the local authority with respect of strategic planning of strong MAT partnerships, and also in the role of a local authority organised MAT.

The outcomes of the engagement have identified a range of issues considered to be priorities which respond to local issues, but also which take account of major national policy drivers currently being introduced, and which will shape the provision of education and learning into the future.

The intention is to agree a number of Key Themes arising from all information received to date and to form priorities for the Service. These will be used to engage with the sector in co-creating the detail of workstreams within these and to agree a timeline for implementation. The aim is to populate a detailed and costed Strategy, a project timeline, and a summary of activity within each workstream. This will also include a mapping of how this Strategy links to the Council’s broader plans and initiatives to improve outcomes for children, young people and adults. This co-creation will include engagement with our key partners and stakeholders around the detail and the respective roles and responsibilities of all involved. The resulting plans will be scrutinised in due course for their intent, their outcome measures, affordability, and for the value for money they provide.

In the engagement sessions it was acknowledged that the County Council already has an agreed Strategy for SEND & Inclusion 2019-24 which is still current. It was felt important that the work on this Strategy was not diluted or diminished by any

changes and that it should be included as part of the 3 year programme of priorities, but should not be distributed into other workstreams.

Focus for Scrutiny

The Committee is asked to consider the current progress in the development of the strategy, how stakeholder input has been considered and provide any comments on the key priorities and themes ahead of a draft strategy being developed.

Areas for Scrutiny to consider (key lines of enquiry):

- Any priorities or key themes that the Committee wish to highlight to the Cabinet Member for consideration for inclusion in the Strategy that have not already been identified.
- Whether the key themes and principles identified (section 3 and 4) meet the needs of the [Council Plan](#) to ensure the priorities and targets of the County Council can be met;
- How the strategy will maintain sufficient flexibility to address any outcomes of emerging national policy including the [SEND review Green Paper](#) and [Education White Paper](#) (section 2 of the report)
- Whether the Committee wish to carry out further scrutiny prior to the adoption of a Final Strategy by January 2023, and if so the timing of this and what data or information may be required.

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

1. Background & Context

- 1.1 In 2018 the County Council produced a School Effectiveness Strategy 2018-22 focused on bringing about improved outcomes for children in the county. This reflected standards and outcomes that had not reached the appropriate level compared to those achieved nationally. The Strategy focused on improving provision in schools, and also future planning for provision. In 2019, the County Council agreed a SEND & Inclusion Strategy 2019-24 and which is still current. This Strategy aims to improve inclusive practice and also to address a previous shortfall in provision and both the quality and access of support for children with SEND in West Sussex. Beyond these two strategies, the County Council has not had a cohesive strategy to address all provision and all phases of education and learning.
- 1.2 A redesign of the Department for Children, Young People and Learning between 2020-22 has restructured service areas and has enabled the Education and Skills Service to hold a single view of the learning journey for children from the age of two, through primary and secondary education, and also now into post 16 provision, and for those young people not currently in education, employment of training and adult learners. Whilst the County Council is not responsible for the 'direct delivery' of education and learning for children which is a responsibility of early years settings, schools and colleges, it does have statutory responsibilities relating to this. These statutory responsibilities cover championing the achievement and outcomes, intervening in provision where there are concerns, and ensuring effective safeguarding procedures in educational organisations. Whilst the local authority also has strategic responsibilities for SEND provision and both for place planning and admissions,

there are also a number of crucial responsibilities aligned to the needs of most vulnerable children and young people. However, for most work in improving provision and outcomes, the local authority needs to work through influence, leadership, and through engagement with schools and their staff, the early years providers and with a range of partners.

- 1.3 As the country emerges from two years of covid and schools begin to move back into business as usual, it is the right time to look forward to reset priorities for the next three years. This coincides with the publication of three seminal education policy developments introduced by national government. It is timely that a future strategy picks up on these key policy developments. These include the Post 16 White Paper now enshrined in law; the Education White Paper: Opportunities for All, which is scheduled for passage in the current session, and the SEND Green Paper which is currently out for consultation. All have been considered in discussions around priorities for the Strategy.
- 1.4 Whilst the last publicly captured data prior to the pandemic indicated that the proportion of children in the Early Years Foundation Stage reaching a good level of development by the age of 5 was in line with the national average, based on an average point score, the local authority ranked 109 out of 151 local authorities, reflecting the already significant discrepancy in the outcomes of our disadvantaged young children, with data on school readiness using the Professional Association for Childcare and Early Years (PACEY) model indicating that, whilst 71.4% of West Sussex 5 year olds have the health, emotional maturity and skills required to successfully settle into school, in line with the national average, only 52% of disadvantaged young children in West Sussex are similarly ready.
- 1.5 Schools have had no nationally validated data for the end of Key Stage 1 or Key Stage 2 since 2019. In 2019, the proportion of children achieving the expected standard in reading, writing and mathematics by the end of Key Stage 1 was broadly in line with the national average and with the local authority's results ranked 106 out of 151 local authorities, but higher in reading. Learning outcomes for pupils at the end of Key Stage 2 have been traditionally low. From a low base in 2016, attainment in reading, writing and mathematics improved significantly in closing the gap with the national average. However, due to the relatively low levels of deprivation across the county as a whole, attainment ought to have been higher. In 2019, the proportion of pupils reaching the required standard in reading, writing and mathematics at the end of Key Stage 2 was below the national average and ranked 116 out of 151 local authorities. Whilst attainment in reading was in line with the national average for the proportion of pupils reaching the expected standard, and above for the proportion reading with greater depth and exceeding the expected standard, it was below in writing and in mathematics. The 2019 attainment gap at the end of Key Stage 2 between disadvantaged pupils in West Sussex and their non-disadvantaged peers, based on the proportion achieving the expected standard in reading, writing and mathematics, was 26% compared with a difference nationally of 19%. For Children in Need and those with care plans, attainment had risen significantly since 2016 with overall outcomes being higher in West Sussex than those achieved nationally by Children in Need, with the local authority ranked 61 out of 151 local authorities for its attainment among the vulnerable and Children In need.
- 1.6 Although overall attainment measures at Key Stage 4 have shown a positive picture in GCSE and associated examinations, the differential progress and

achievement of disadvantaged students against their non-disadvantaged peers continued the pattern seen in primary schools, albeit to a lesser extent. Where the national gap in Attainment 8 scores between disadvantaged and non-disadvantaged students runs at -13.6, the gap is slightly wider in West Sussex at -16.24.

1.7 Behind the performance data, there are ten key challenges facing the local authority and which were raised in the engagement events:

1. Whilst **academic success and educational outcomes** have improved in recent years, there is still more to do to ensure that every child achieves as well as they ought. Some families face particular challenges which puts them at a disadvantage. The impact of the Covid has interrupted learning and the confidence of many children and young people.
2. Children who have **SEND or are vulnerable, for example young carers, are not achieving as well as they might** and **inclusive practice is not consistently applied** in all schools and across all parts of the county to enable them to do so.
3. There are still **too many children leaving education and learning** either through exclusions or through parents removing children as provision is not meeting their child's needs.
4. The **quality of provision** for children and young people varies across the county. This results in 'inequality of access' depending on where they live in the county and also on a young person's starting point and interests.
5. Even before children reach school age, the **underachievement of our disadvantaged children** is notable compared with their non-disadvantaged peers. Although some achieve well in some parts of the county and in some schools, the overall discrepancy seen in disadvantaged children's readiness for school remains a constant throughout their learning journey.
6. **Removing the barriers** to academic success for some children and young people are complex and require the engagement of many partners.
7. **Pathways and provision for students after the age of 16 years** vary across the county. There can be limited opportunities for the full range of options in some areas. This leads to students having to travel to the courses they want to study and which are appropriate to their needs.
8. Some of our most **vulnerable young people** continue to be at risk of criminal exploitation, exclusion or harm.
9. The current number of **specialist SEND school places** across maintained schools and academies is currently insufficient to meet escalating need. In the future this could lead to children increasingly having to travel out of their local communities or attend private schools.
10. The **proportion of surplus places** in our primary schools is increasing as the birth rate falls and house building slows down. This both places pressure on schools on retaining staff and managing the needs of all children with dwindling resources. It also leads to some schools becoming vulnerable,

affecting their ability to continue their improvement journey and maintain financial stability.

2 The National Policy Context

- 2.1 During the engagement process several key policy statements and papers have been published which provide future direction in some aspects of education and learning. Due account needs to be taken of these in planning the County Council's future priorities. The [Post 16 White Paper](#) produced in the early spring outlined key changes to post 16 qualifications and both curriculum and support for those young people over the age of 16 years. This White Paper has now become law and, whilst focusing on young people over the age of 16 years, there are implications on how younger children are guided and supported towards the appropriate post 16 courses and qualifications. The changes will have significant implications on what, and how schools and partner providers provide education and learning for young people over the age of 16. They will have implications on schools and the local authority in its future planning.
- 2.2 The [Education White Paper: Opportunities for All \(April 2022\)](#) outlines key changes in responsibilities for local authorities with greater definition in relation to its strategic role for planning school places and admissions, along with greater access for the local authority to secure information from academies and to direct academies to admit children. The White Paper also provides a responsibility for local authorities to plan for all schools to be within a partnership with a strong Multi Academy Trust (MAT) or with a plan to be so by 2030. Very clear criteria is provided on the features of a strong MAT including being of a size to provide strong support and professional development for school staff with inclusion at the heart. Work needs to be undertaken by the local authority in working with its schools and its Multi Academy Trusts to ensure that there are sufficient options for all schools to be within a strong Trust partnership. The White Paper opens a route through which local authorities can set up their own Multi Academy Trusts to help provide sufficient choice and opportunities for governing bodies to choose the appropriate MAT partnership for their schools. The White Paper also increases responsibility on a local authority with respect of supporting schools in overcoming persistent absence.
- 2.3 The [SEND Green Paper](#) is currently out for consultation and seeks views on a number of changes to help improve the current position for SEND across the country. The paper also features approaches to Alternative Provision for those who are at risk of exclusion or who have been permanently excluded from schools. The current SEND & Inclusion Strategy will be reviewed and enhanced with any additional workstreams created in response to proposals arising from any subsequent White Paper.

3 Key Principles arising from engagement

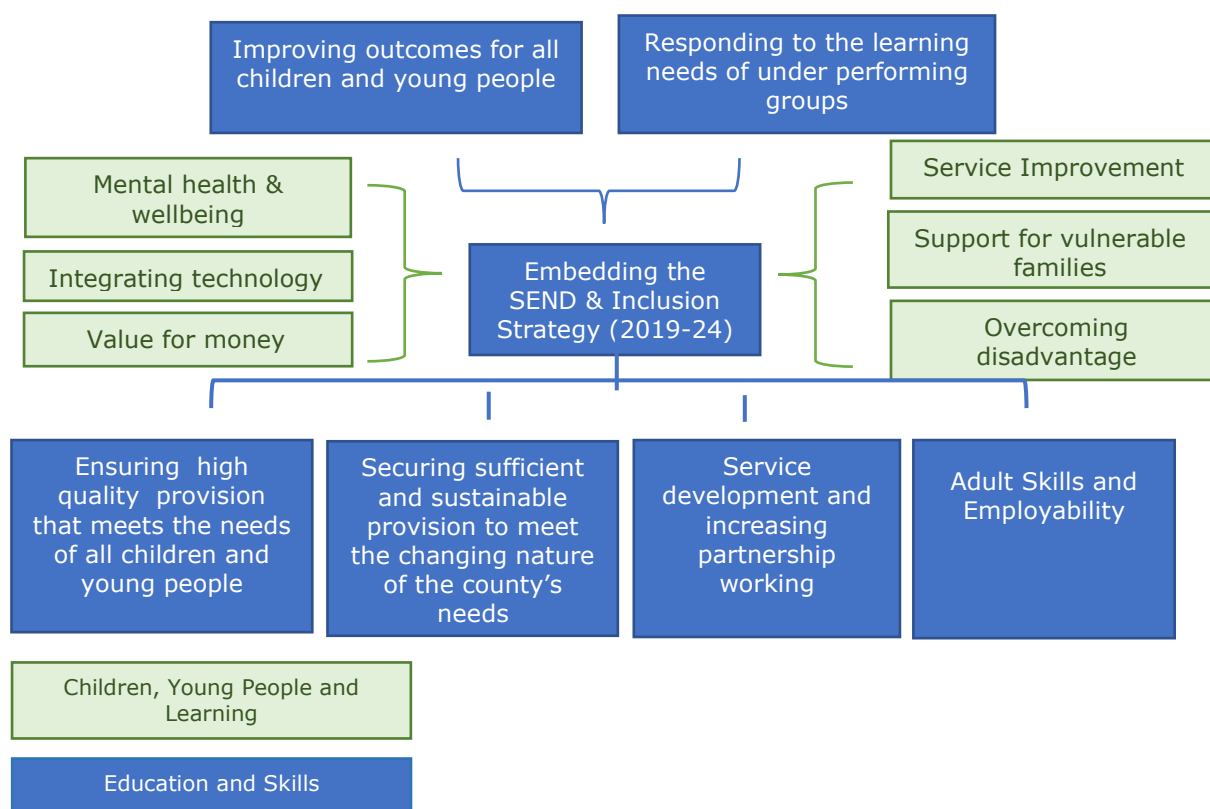
- 3.1 A number of key principles arose from the engagement sessions which were felt to be core to the delivery of any future strategy and upon which the County Council's plans should be based. These included the following:
- a. Improving learning is more than improving outcomes for children but includes developing a lifelong passion and curiosity for learning through into adulthood.

- b. Centres of learning, which could be schools, early years providers, or independent alternative curriculum providers should always provide children and young people with safe environment where they can learn confidently and are free from intimidation, prejudice and harassment.
- c. The West Sussex County Council SEND & Inclusion Strategy, agreed in 2019, should remain at the heart of the Education and Learning Strategy with inclusive practice being core to the culture of all centres of learning.
- d. Improving provision and outcomes for children with SEND and vulnerabilities is only possible through strong partnerships and collective ownership of actions and policy.
- e. The local authority will, within its statutory powers and responsibilities, provide strategic direction and ambition to achieve the best outcomes for the county's children and young people, and will work with a range of partners to achieve these. It will use its role to engage, influence, coach and support schools and education providers to collectively achieve these ambitions.
- f. Improving outcomes and opportunities for all children, young people and our vulnerable adults should not be determined by where people live but strong provision and outcomes should be accessible for all.
- g. The Education and Learning Strategy should not be viewed in isolation from the strategic Children, Young People and Learning' Plan covering service improvement; supporting vulnerable families; improving outcomes and life chances for those who are disadvantaged; supporting children's mental health and wellbeing; developing strategic relationships with partners; integrating technology; ensuring value for money; and engaging with partners to jointly deliver improvement.
- h. Ensuring that children and young people can access education and learning as far as is possible close to where they live. Whilst this is not always feasible, the SEND Green Paper indicates an ambition that there should be 'appropriate and affordable specialist provision for those who need it, including alternative provision. This should be of high quality *and close to home wherever possible.*' For children and young people with specialist learning and support needs, we should always aim to achieve the concept of '*Live local – Learn Local*' wherever possible and efficient.

4. Key Themes arising from the engagement process

- 4.1 The strategic priorities arising from the engagement process and forming the Education and Learning Strategy cover seven key areas, two of which are child and student outcome focused, and five of which cover areas of provision and strategic support. Each of the key themes will need to be supported with specific workstreams which contribute towards achieving West Sussex County Council's education and learning goals and its ambitions for the next three years, whilst setting the foundations to meet the national education policy ambitions for 2030.

- 4.2 The seven key themes also have close links to the broader plans and initiatives that are already in place and being embedded in the Children, Young People and Learning (CYPL) Department Plan. Collaborative working and co-ordination between different teams aims to ensure synergy and that the drivers and enablers within the CYPL plans are drawn upon in fulfilling the Council’s ambitions for our children and young people.
- 4.3 An overview of the Key Themes arising from the process are captured below alongside some of the broader strategies and plans embedded within the Children, Young People and Learning Department’s plans which work alongside to provide a broader programme of support for children and learners.



4.4 **Theme 1: Improving outcomes for all children and young people**

This builds on the progress that has been made in the years leading up to the covid pandemic but also recognising that improving outcomes for all still remains a priority. National research and inspection evidence suggests that, as a consequence of the pandemic, many of our youngest children have missed out on quality early years experiences and the many social interactions that are crucial to developing social confidence and early language.

There are many facets to raising the attainment and outcomes for children and young people in West Sussex. The following workstreams have been explored as helping contribute towards improved outcomes and providing the foundations to achieve the government’s targets for 2030. These include 90% of children achieving the national benchmarks in literacy and mathematics at the end of Key Stage 2 and increasing the national GCSE average grade in both English Language and mathematics to 5 by 2030. A local authority’s role is not in the direct delivery of this work but to champion high standards and to influence improvement through networking best practice and intervening in

those schools and early years settings where there are concerns on the quality of provision.

- a. Securing high achievement in literacy and numeracy competencies for all pupils and students as we support schools towards the national targets set for 2030 within the White Paper.
- b. Working collaboratively with the Early Years sector to improve outcomes for young children including early language, reading and personal, social and emotional development
- c. Ensuring smooth transitions for all to ensure that every child is well prepared for their next stage of learning
- d. Ensuring that all children, irrespective of their learning provider have a curriculum of relevance and meaning to enable them to develop a broad knowledge and a diverse range of skills beyond literacy and mathematics to both motivate and inspire learning and achievement

4.5 **Theme 2: Responding to the learning needs of underperforming groups**

There are particular groups of learners who are not achieving as well as they could. Being aware of patterns of underachievement and providing leadership in tackling underperformance remains a key responsibility of a local authority. Working with education providers and partners to influence change and improvement to secure better outcomes for such children and young people is core to the local authority's role in improving life chances for every resident, supporting levelling up and social mobility. In engaging with partners and channelling resources with a clear focus on overcoming barriers that inhibit learners from achieving, the local authority has a crucial role to play.

Continuing to work strategically in tackling the attainment gap for disadvantaged by working to overcome the barriers to success is seen as essential by the local authority's schools and partners. Similarly, raising the attainment and achievement of those groups of children and young people who are vulnerable, for example, children we care for, asylum seekers, young carers, children with SEND, those at risk of criminal exploitation, poor school attenders and young people not in education, employment or training (NEET) is considered as remaining a key focus of our work. Building on the Education White Paper support for schools in tackling persistent absence is seen as crucial in ensuring young learners do not miss on the opportunities available in school. Working in partnership with schools to improve the attendance of children and learners has to be a key area of priority as an increasing number of children and young people struggle to return to the routine of learning and school attendance post covid.

A key piece of work to support schools is in guiding curriculum provision that is appropriate to the needs of children and young people who struggle in school and are at risk of exclusion, as well as the development of an alternative provision offer that enables those permanently excluded from school to achieve positive outcomes. This links closely to the SEND Green Paper and the Alternative Provision Strategy already being co-created with schools.

4.6 **Theme 3: Embedding the SEND & Inclusion Strategy 2019-24**

The Council agreed a SEND & Inclusion Strategy in 2019 as a key driver to improve provision and outcomes for children with special educational needs. This Strategy covered three key areas:

- Knowing our children and families well (an inclusive person-centred approach)
- Meeting the needs of our children and young people through our schools, education settings and services
- Working together towards solutions (collective responsibility)

Much has been achieved in improving the tools and support for schools around securing a culture of inclusive practice. Actions taken to date have saved 486 placements from moving into independent special schools. An ambitious SEND Capital sufficiency plan is in place to create over 500 new specialist places in the county's schools and academies over the next five years. Achieving this is subject to the financial constraints faced along with increasing construction costs. A therapeutic approach to securing a cultural change in how schools and settings manage children exhibiting complex behaviour needs has been introduced. Key workstreams covering transitions between schools and settings, alternative provision and better data analysis of future need are well developed. Engagement sessions held through 2022 highlighted the need to maintain the focus and scope of this Strategy and to continue with the workstreams and plans already in place and highlighted below. However, it was also seen as important to reflect any changes arising from the Whited Paper recommendations arising from the SEND Green Paper consultation and changes to the Ofsted process of SEND Area Reviews. The following key workstreams remained high priority amongst those who responded and were involved in the engagement process.

- a. Securing inclusive practice as the core of all learning provision across the county
- b. Strengthening the education, health and care needs assessment process to improve timeliness of Education, Health and Care Plans (EHCPs) within the context of increasing demand
- c. Implementing the local authority's Alternative Provision Strategy towards early intervention and the reduction of exclusions
- d. Embedding therapeutic thinking as a core tool to secure a culture change in the management of behaviour across all providers and localities
- e. Securing appropriate increases in specialist places in the county's schools and academies thereby reducing the High Needs Grant overspend

4.7 **Theme 4: Ensuring high quality provision that meets the needs of all children and young people**

The landscape of education providers across West Sussex is diverse. Although the quality of provision in schools and Early Years settings is generally strong with the proportion of schools and settings Ofsted rated Good or Outstanding being at the highest point ever in West Sussex, there remain inequalities between districts and localities. Access to a diverse range of high quality and appropriately targeted post 16 courses varies between localities. Therefore, access to good provision, and to a full range of post 16 courses and

programmes that meet the needs, interests and aspirations of all young people in the community, is dependent upon where in the county the young person lives. Tackling this inequality is morally the right thing to do. Whilst a local authority's direct responsibilities are limited with respect of Further Education, working in partnership with schools and colleges to plan for a diverse range of opportunities that meet the needs of all young people wherever they live should be an ambition.

Engagement recognised this and also that the covid pandemic provided the catalyst for schools to look at new ways of engaging children and young people through online and virtual learning. Feedback explored how the local authority ensured that the learning and increased skill and creativity in using technology to support learning did not fall away as the pandemic moves behind us.

A great deal of information and feedback from schools and early years settings explored the challenges of recruitment, particularly for learning support assistants, teaching assistants and child minders. Without such staff in our schools and learning centres, the needs of some of the most challenged children cannot be met effectively. Feedback suggested that these issues were issues where the local authority could play a significant leadership role in recruitment, and in retaining a quality workforce to support education and learning.

4.8 **Theme 5: Securing sufficient and sustainable provision to meet changing nature the county's education and learning needs**

The Education White Paper: Opportunities for All, signposts a government ambition for all schools to be part of a partnership with a strong Multi Academy Trust (MAT) by 2030, and with a strong MAT being one which is inclusive, providing good outcomes, and with the capacity to grow and support underperforming schools. The White Paper outlined a strategic role for the local authority in planning to ensure that, over time there is sufficient choice and quality of MATs from which schools can choose the partnership that meets their particular needs. This strategic planning role increases in significance as an outcome of the Education White Paper.

Engagement with maintained school headteachers has fed back significant interest in working with the local authority in looking at the MAT offer across West Sussex and modelling up local MATs that have a clear link with the local authority as an alternative to joining an established MAT. The value of being engaged in shaping the partnership, and building on existing locality relationships is viewed as a positive opportunity by a number of school leaders and governors of maintained schools. Some Multi Academy Trusts already working in West Sussex recognise the value of looking at how they work together to merge, grow and strengthen their offers for schools. From a local authority perspective, there needs to be greater clarity on the need, shape and value of new school led or local authority established MATs and the part they have to play in working with established MATs to improve opportunities for our children and young people.

Many of those engaging through the discussions recognised the challenges facing schools with a falling birth rate and the impact this has on some schools' sustainability and financial viability. This, along with increasing pressure on the sufficiency of early years learning and care provision due to

the cost of living crisis is recognised as requiring leadership from the local authority to create a diverse range of schools and early years settings that is sustainable into the future as part of its wider place planning role.

4.9 **Theme 6: Service development and increasing partnership working**

A significant redesign of the County Council's services across the Department of Children, Young People and Learning has taken place over the last twelve months. A significant change has also taken place in the way in which schools and Early Years settings are supported, and how teams supporting schools co-ordinate their work with the service teams supporting children. Embedding these changes and securing effective relationships and new ways of working with our schools and early years settings is seen as a key priority to ensure co-ordination of the support around the child, the family and the school or setting. This is essential so that the needs of children are firmly at the heart of all we do. Many schools and Early Years settings continue to be reliant on improvement support and very positively wish to access high quality advice and guidance with expertise that may be held by the local authority but may be from elsewhere. A co-ordinating, brokering and commissioning role for the local authority in being able to be responsive to need, whilst offering its own services on a commercial basis, is already a key commitment arising from the redesign of the Council's Standards and Effectiveness Service. Embedding a co-ordinated approach including direct advice, and the use of broader local partnerships to support schools, early years providers and families is still seen as important by those feeding back on the engagement sessions. The ability to ensure timely support where needed remains a key requirement to ensure the quality of provision is secure.

4.10 **Theme 7: Adult learning and employability**

The County Council reset its strategy for economic renewal in 2021 to reflect a changing workforce, employment trends and opportunities seen over the covid pandemic. Priorities were reset, particularly with respect to the adult workforce, levelling up and economic regeneration. This has coincided with the national levelling up agenda, major investment in local further education providers supporting new technologies, and also a co-ordinated business sector led Pan Sussex approach to the development of an Adult Learning and Skills plan.

The Adult Skills agenda is very broad. Leadership is driven from many organisations representing the business, training and further education sectors, and those working to secure longer term skills for employability in the future. Whilst there are many organisations engaged in leading the Skills agenda, West Sussex has direct responsibility for delivery of some work, particularly with the County's most vulnerable adults. It has a crucial role in retaining the relationship and support for the most vulnerable adults in West Sussex who often lack the confidence to directly approach and access education and training. Due to a lack of skills, they also face greater challenge in securing employment and maintaining a level of personal and financial independence. The local authority also continues to have a crucial role in working with those young people who leave school at the age of 16 years without pathways into employment, education or training, and who can quickly become lost and increasingly dependent on long-term financial support. Continuing to drive forward a programme which captures these young people early and secures appropriate pathways into education, training or to

employment using the range of tools available, including apprenticeships, is essential if they are to overcome the poverty trap.

The Adult Skills landscape is extremely wide and involves a significant number of leadership partners beyond those of the local authority. There are key programmes covering the delivery of adult community-based learning and mathematics to adults with poor numeracy skills. However, due to the nature of the skills landscape being so diverse with many organisations leading its development being external to the County Council, it is suggested that a separate Skills Strategy with its own governance and broader stakeholder representation would bring greater value than embedding a skills theme within the wider Education and Learning Strategy. Whilst work on Adult Community Based Learning, reducing the number of young adults aged 16 years and over, and direct work with the county's most vulnerable young adults remains a key priority with accountabilities for achieving key performance measures, the work could also feed into the broader Skills agenda and Skills Strategy governance.

5. Next Steps

- 5.1 Once the Key Themes arising through the engagement process are agreed, it is important that the detailed work on the Strategy and the accompanying workstreams are then co-developed and consulted on in order to secure a comprehensive agreement on the actions and plans arising from the themes above. This will involve working together with partners and stakeholders to develop and agree these along with any financial and resource implications.
- 5.2 The intent would be to begin the work on shaping up the detail and workstreams during the early autumn to then have a final Strategy and accompanying work plans, along with performance and impact measures for agreement during the autumn. The process will involve working to develop the detail, consulting with partners and stakeholders, and then securing scrutiny during mid-autumn to have a final strategy, work plans and timeline for implementation of workstreams and initiatives from January 2023.

6. Finance

- 6.1 The financial and resource implications will be worked up as the themes, workstreams and actions of the Strategy are developed and finalised. Any additional financial implications arising from individual workstreams will be costed and, where they require funding over budget, either local authority or Dedicated School Grant (DSG), appropriate business cases would be made or existing resources reallocated wherever possible. Ambitions, actions and workstreams will be cognoscente of budgetary constraints.

7. Revenue Consequences

- 7.1 Consideration will be given to the possible impact of actions and workstreams on revenue streams to maintain budgetary control. Wherever feasible, existing resource will be reallocated where there is the need for additional activity. Where this can be allocated to DSG or where additional resourcing is linked directly to work with schools which is not part of the local authority's statutory duties, a request will be made through Schools Forum for an increase in de-delegation. Where additional grants can be accessed for particularly activity,

these will be pursued. Where additional resources cannot be secured through the above sources, workstream plans will be refined accordingly to ensure budgetary compliance.

8. Risk Implications and Mitigations

Risk	Mitigating Action (in place or planned)
Lack of stakeholder engagement in development of Strategy	Officers will be leading and co-ordinating the strategy workstream development. If it becomes challenging in securing the appropriate engagement of partners and stakeholders, existing links will be used as checkpoints to ensure that the direction of workstreams is agreed.
Further policy guidance and central government initiatives that are as yet unknown are introduced	The Strategy will be flexible and able to assimilate additional workstreams should this be required.
Budgetary constraints reduce ambition and officer time for development work over and above business as usual	Workstreams will be developed and costed carefully, including officer time, with final action plans reflecting agreed budgets and capacity assigned to them.
Increasing demand adds pressure on to current work	Strategy governance will ensure regular reviews of delivery against plans and sufficient flexibility will be embedded to be able to adapt and pause where other priorities arise. Impact assessments of any changes will be undertaken and reported through the governance process.
New themes arise in response to a rapidly changing economic situation that adds additional pressure on the current system	Prioritisation will be undertaken and, through review, adaptations to the Strategy workstreams will be made should key priorities have to change.

Paul Wagstaff

Assistant Director (Education and Skills)

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Appendices: None

Background Papers

None

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Report to Children and Young People's Services Scrutiny Committee

12 July 2022

End of March 2022 (Quarter 4) Quarterly Performance and Resources Report – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

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

The report reflects the position at the end of March 2022. The PRR includes information which is specifically relevant to the portfolio responsibilities of this scrutiny committee and includes the summary of the performance, finance, capital and risk position of the Children and Young People Portfolio (Appendix A) and Learning and Skills Portfolio (Appendix C). Following a review of the Key Performance Indicators within the Council Plan it is proposed that Cabinet agree some KPI amendments at their meeting in July. The proposed change relevant to the portfolio commitments of this committee is set out in Appendix B.

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

At its meeting on 9 March, the Committee considered the Quarter 3 report and highlighted the following key areas:

- Welcomed that the service was being more ambitious on the national target (10%) for Performance Measure 7 (Stability of placements for children we care for) and agreed to continue to monitor progress of this to see how it further improves.
- Highlighted Performance Measure 8 (Percentage of NEET care leavers) and Performance Measure 9 (Positive outcomes on Child Protection in 12 months) as key areas of focus. The Committee heard how additional resources for the care leavers service over the next year and the introduction of the Family Safeguarding Model were expected to impact on performance and agreed to monitor this through the PRR.

Focus for scrutiny

The Committee is asked to consider the portfolio PRR (Appendices A, B and C). Areas for scrutiny include:

- 1) The effectiveness of measures taken to manage the financial position and expectations;
- 2) The particular 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;
- 3) Any areas of concern in relation to the management of corporate risk;
- 4) Whether the report indicates any issues needing further scrutiny relevant to the Committee's portfolio area and, if so, the timing of this and what further data or information may be required; and
- 5) Identification of any specific areas for action or response by the relevant Cabinet Member.

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) replaces the Quarterly Performance Report (QPM). The PRR is designed to be used by all Scrutiny Committees as the main source of the County Council's performance information.
- 1.2 Appendix E – 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 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

Katherine De La Mora, Senior Advisor (Democratic Services), 0330 22 22535

Appendices

Appendix A: Children and Young People Portfolio Summary

Appendix B: Proposed Amendment to KPI

Appendix C: Learning and Skills Portfolio Summary

Appendix D: Corporate Risk Register Summary

Appendix E: How to read the PRR report

Background Papers

None

Children and Young People Portfolio – Summary

Performance Summary

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

Agenda Item 4
Appendix A

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

Our Council Performance Measures

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

Finance Summary

Portfolio in Year Pressures and Mitigations

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

Key Financial Issues and Risks Arising

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Baseline	Q1	Q2	Q3	Q4	Action	Trajectory	
Placement Mix of Children We Care For (CWCF)	Despite the overall number of Children We Care For being lower than forecast, there are more children than budgeted for in more costly externally provided placements than those provided internally which cost less. This is leading to a pressure on the placement budgets. Baseline shows the % upon which the budget was set.	% mainstream children in external residential placements	10.4%	12.4%	10.3%	12.9%	13.4%	↗	Despite improvements in the purchasing mix of placements for Children We Care For (CWCF) during Q2, this was not sustained during Q3 or Q4. Whilst overall numbers of CWCF have reduced, the proportion placed in external residential placements has increased leading to pressure on the budget. In addition, the re-opened internal residential homes have not been populated as quickly as expected, meaning that cost avoidance has not materialised at the level expected. The trajectory remains red because of the three placement types highlighted, external residential is the most expensive and small changes in percentages can have a significant financial impact.	↗
		% mainstream children in external foster care placements	25.5%	28.6%	28.1%	28.6%	26.4%	↘		
		% mainstream children in internal foster care placements	30.3%	28.3%	28.1%	28.5%	26.4%	↘		

Financial Narrative on the Portfolio's Position

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

Review of the 2021/22 Financial Year

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

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

Children First Improvement Plan

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

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

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

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

Outlook for 2022/23

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

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

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

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

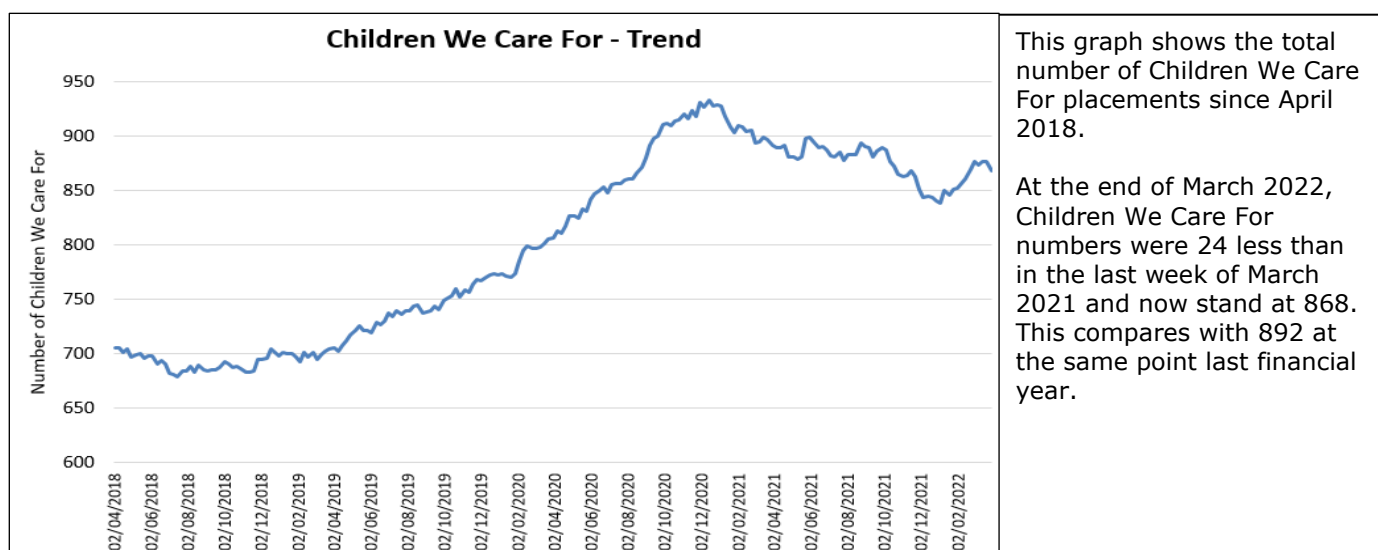
- Although in 2021/22 the Children’s budget ended more or less balanced, this was only possible due to some significant underspends mitigating the pressures as outlined above. While there is potential for some of the mitigations to continue in 2022/23, mostly due to staff recruitment difficulties, there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

Proposed Carry Forward Requests

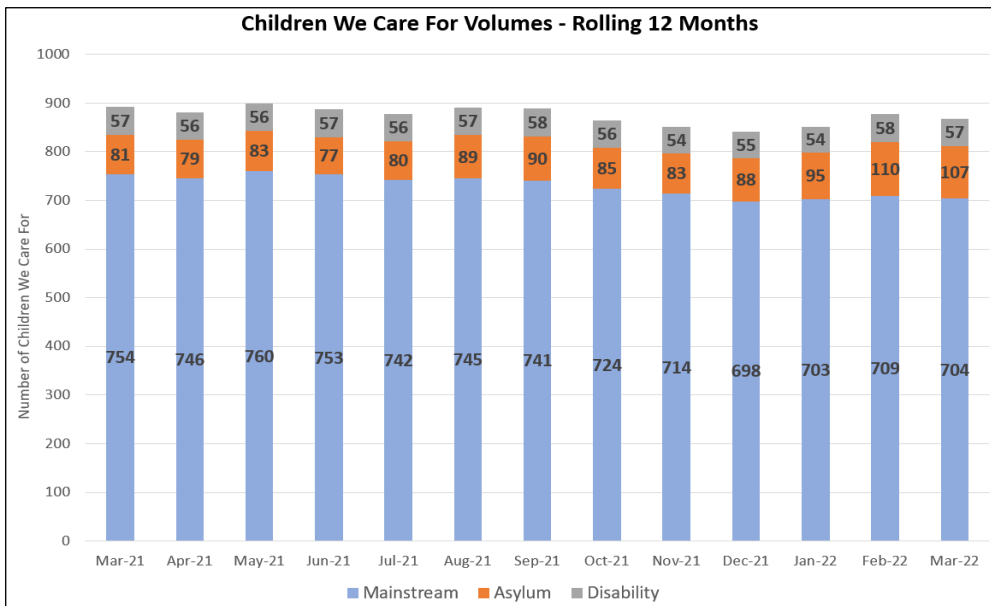
- A number of carry forward requests have been actioned during the closing of the accounts including the following items within the Children and Young People’s Portfolio:

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

Cost Drivers Information



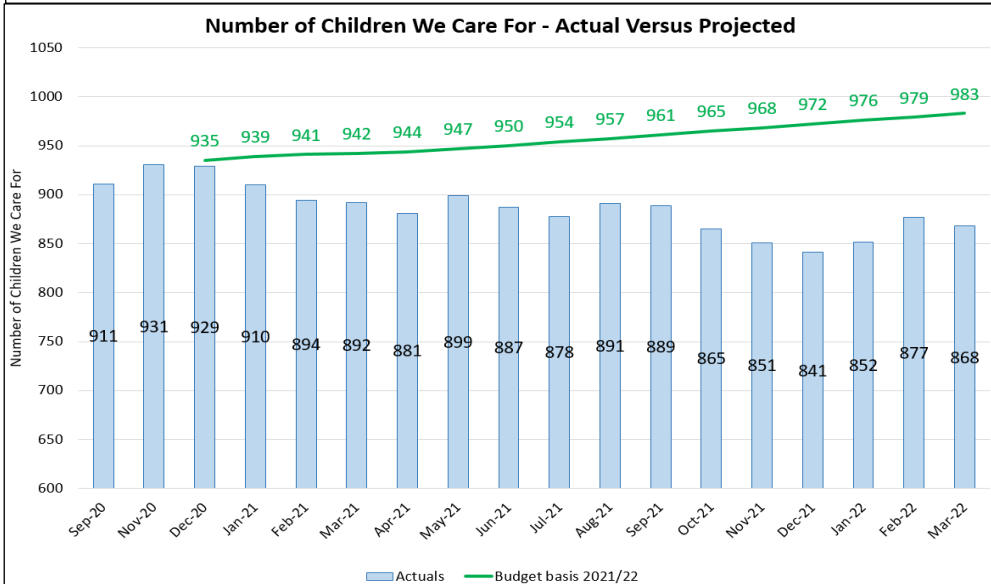
Agenda Item 4
Appendix A



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

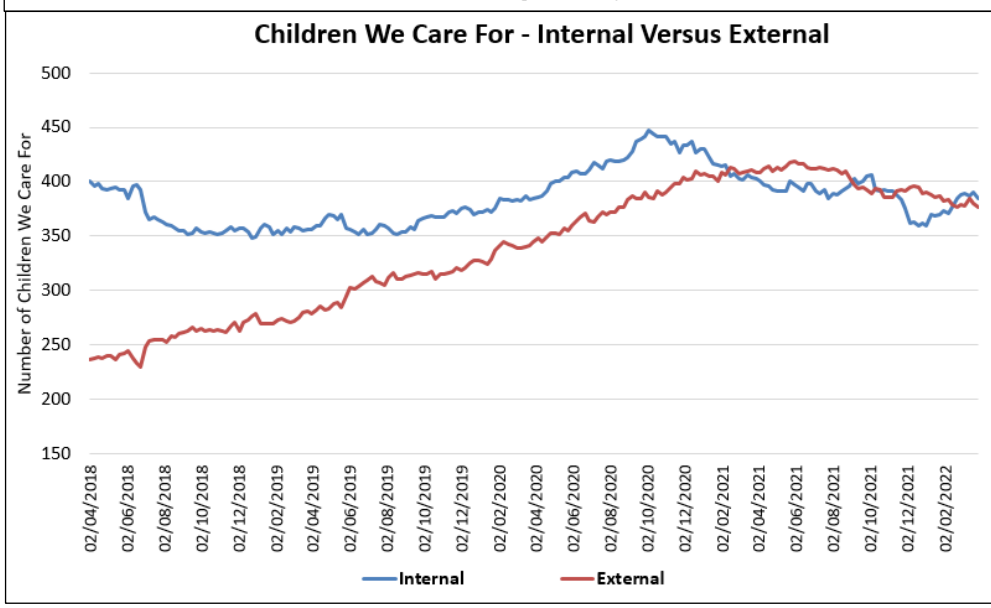
- mainstream placements
- asylum seeking children and,
- children with learning disabilities.

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



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.



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

Savings Delivery Update

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

Saving Activity	2020/21 Savings £000	March 2022		Narrative	2022/23
Lease of vacant properties to reduce intentionally homeless costs	150	44	G	£0.044m is the full year effect for one family who were accommodated under this scheme in 2020/21, plus the in-year saving from one further family moving from bed and breakfast accommodation into a second property. The roll out of the project was delayed due to the pandemic. Since this time, Homes England have advised that they will no longer be making grants to the Empty Homes Programme. Without the capital funding, the scheme is not financially viable for YMCA – Downlink or for WSCC. This £0.056m pressure has been addressed during the 2022/23 budget creation process.	G
		56	R		Saving Removed

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
National House Project	250	250	G	The savings which were initially expected in Q4 of 2021/22 will not now be delivered until 2022/23, due to Covid-19 related delays in progressing the House project. The 2021/22 savings have been mitigated by other savings which have over-performed. There is a good level of confidence that this saving will be delivered permanently in 2022/23, along with the additional £0.750m target in 2022/23	G
Increase in Council's top slice of Early Years DSG to compensate for lost Central DSG grant funding used for wider benefit of children and young people	225	225	B		B
In-house residential programme – reduced independent placement costs	200	200	G	Delays in re-opening Breakwater (formerly Seaside) and Blue Cove (formerly May House) mean that the permanent delivery of this saving will not now be possible until 2022/23. This saving has been mitigated in year however, through underspending within the residential staffing budget given the delayed timescale for reopening.	G
Reduce the number of solo placements and retainers	100	100	B		B
Improved commissioning for children's social care service - 16+ step down	1,800	450	B		B
Improved commissioning for children's social care service - 16+ recommissioning		100	B		B

Agenda Item 4 Appendix A

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
Improved commissioning for children's social care service - improved joint commissioning		400	G	Achievement of this saving is dependent on an increased number of children with disability receiving Continuing Health Care contributions towards the cost of their services. Unfortunately, this saving was not achieved in full in 2021/22, however it has been mitigated through other commissioning initiatives which are over-performing. This saving will remain an amber pressure in the 2022/23 budget until such time as clarity can be brought about its achievability, in discussion with Health Partners.	A
Improved commissioning for children's social care service - reducing existing placement costs		650	B		B
Improved commissioning for children's social care service - U16 step down to fostering		200	G	This saving has been mitigated in year through other commissioning initiatives which are over performing; however, it is expected to be delivered in 2022/23 through the commissioning work currently underway.	G
Early help restructure (Year 2 savings)	550	450	B	The Early Help redesign has now been implemented; hence the saving target can be marked as delivered. The increase in the number of delivery points means that the cost of the new service will be more than previously modelled, leading to a shortfall in savings in 2021/22. This £0.1m pressure has been mitigated within the 2022/23 budget.	B
		100	R		Saving Removed
Lease of vacant properties to reduce intentionally homeless costs	100	100	R	Year two savings relating to a project to lease vacant WSCC properties to YMCA to enable accommodation for intentionally homeless families. However, the withdrawal of available grant funding by Homes England means that the project is no longer viable, and savings will not be delivered. This pressure has been addressed during the 2022/23 budget creation process.	Saving Removed
Increased grant funding towards support for unaccompanied asylum-seeking children	450	450	B		B
Review of agency staff	231	231	B		B

Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

Capital Programme

Performance Summary - Capital

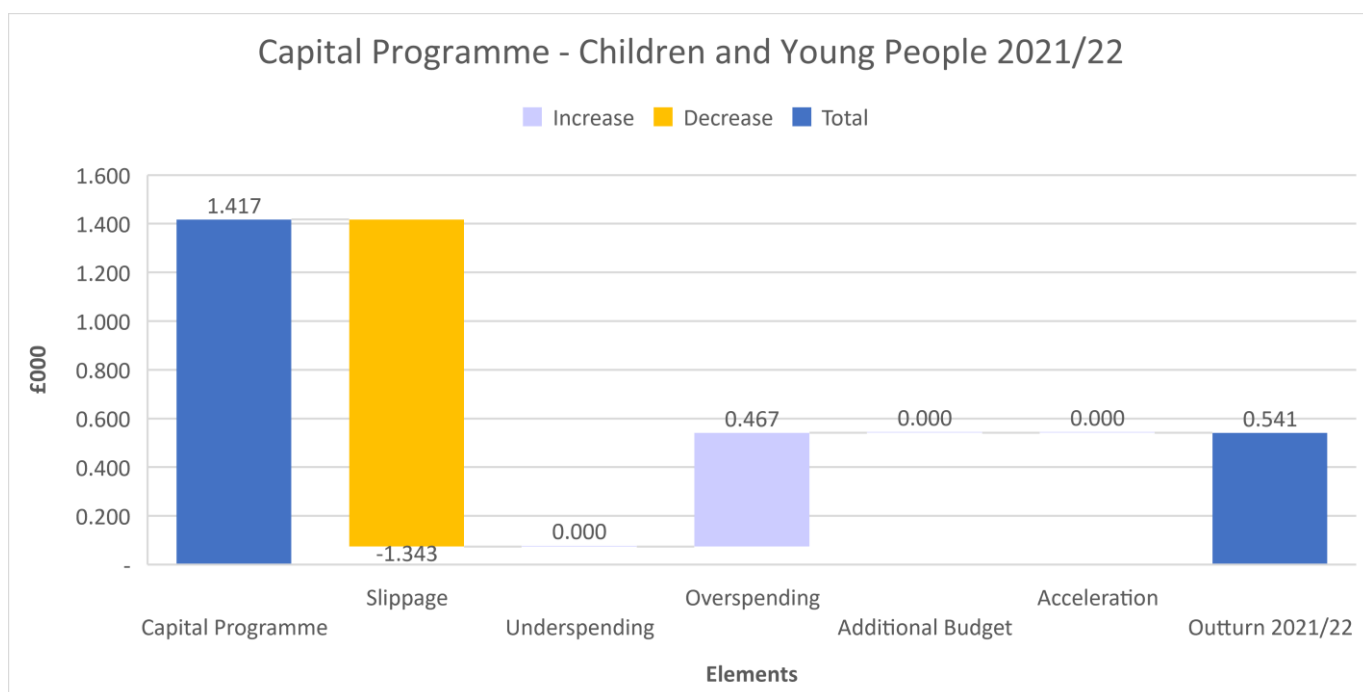
18. There are eight schemes within this portfolio; three of the schemes in delivery are rated green, indicating that the schemes are progressing as planned. Five of the schemes are rated as amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery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

Scheme	RAG Status at 31 st March	Reason	Latest RAG Status	Updated Position
Children's In-House Phase 2 – High Trees and 40 Teasel Close	AMBER	Planned decant to Maidenbower whilst works are being undertaken no longer possible.	AMBER	Feasibility study underway to assess alternative accommodation for required decant.
Children's In-House Phase 2 – 18 Teasel Close Design Stage	AMBER	Planned decant to Maidenbower whilst works are being undertaken no longer possible.	AMBER	Feasibility study underway to assess alternative accommodation for required decant.
Children's In-House Phase 2 – Orchard House	AMBER	There is a dependency with schemes at High Trees & Teasel	AMBER	Feasibility study underway to assess alternative accommodation for required decant.

Finance Summary - Capital

19. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £1.0m for 2021/22. £0.417m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £1.417m.

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



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.

Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.

Underspending – Unused funding following the completion of projects.

Overspending – Projects that require further funding over and above the original approved budget.

Additional Budget – Additional external funding that has entered the capital programme for the first time.

Acceleration – Agreed funding which has been brought forward from future years.

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

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

- **Slippage: (-£1.343m). Movement since Q3 report: (-£1.343m).**
 - **Orchard House – (-£0.771m)** – Delays during the design stage have led to delays with this project. Construction works expected to commence in 2022/23.
 - **Teasel Close – (-£0.129m)** – Delays during the design stage have led to delays with this project. Construction works are expected to commence in 2022/23.
 - **High Trees – (-£0.292m)** – Delays during the design stage have led to delays with this project. Construction works are expected to commence in 2022/23.
 - **May House – (-£0.074m)** – Small amount of budget transferred into 2022/23.
 - **Seaside – (-£0.062m)** – Small amount of budget transferred into 2022/23.
 - **East Preston and Cissbury Lodge – (-£0.015m)** – Small amount of budget transferred into 2022/23.

- **Overspending: £0.467m. Movement since Q3 report: £0.010m.**
 - **Brick Kiln - £0.010m** – Project is complete with a small overspend. The additional £0.010m of budget funded by borrowing has been added to the project to cover the additional cost.

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR61	A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	15	15
CR69	If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.	15	15

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR72	<p>The government have stipulated that from 9th 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.</p>	16	12

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

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Proposed Amendments to KPIs on Our Council Plan

Existing Measure Description	Existing Baseline (date)	Existing 2022/23 Target	Existing 2023/24 Target	Existing 2024/25 Target
Percentage of care-leavers aged 19-21 who are in Employment, Education or Training (Performance Measure 8)	53% (Dec-21)	64%	64%	64%
Proposed Measure description	Proposed Baseline (date)	Proposed 2022/23 Target	Proposed 2023/24 Target	Proposed 2024/25 Target
Percentage of care-leavers aged 17-21 who are in Employment, Education or Training	60% (Dec-21)	64%	64%	64%
<p>Business Case for change The current measure is just covering 19 to 21-year-olds, who are in employment, education, or training. However, the DfE statutory return (Children Looked After SDA903) also includes 17- and 18-year-olds. By including them within the measure, we will be able to provide a more accurate picture and a single, comparable view of our CYP who are in Employment, Education or Training (EET). This will allow us to focus on developing pathways for our CYP into EET in a more systematic and coordinated manner. We will also be able to demonstrate the impact of our interventions more readily. Whilst ONS figures cover 16–24 year-olds, this national data comes from the Labour Force Survey (LFS) focussing on those not in full time education, employment or training and is not directly comparable.</p>				

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Learning and Skills Portfolio - Summary

Performance Summary

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

Our Council Performance Measures

Learning and Skills	2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
		2019/20	2020/21	2021/22			
21 The percentage of young people attaining Grade 4 and above for Maths and English GCSE by age of 16 years old Reporting Frequency: Annually	67.0%	66.2%	72.2%	75.2%	↗	Mar-22: Due to the Covid-19 pandemic, the summer exam series was cancelled in 2020 and in 2021. Pupils scheduled to sit GCSE and A/AS level exams in 2020 were awarded either a centre assessment grade (based on what the school or college believed the student would most likely have achieved had exams gone ahead) or their calculated grade using a model developed by Ofqual - whichever was the higher of the two. In January 2021, the government decided that it would not be fair for GCSE, AS and A level exams to take place in summer 2021 because of the disruption to students' education caused by the coronavirus (Covid-19) pandemic. Instead, students received grades based on assessments by their teachers: Teacher Assessed Grades or TAGs. The DfE aimed to make sure that students had the greatest opportunity to show the full breadth of their knowledge and understanding based on what they had been taught.	The GCSE grades awarded to pupils in 2020 and 2021 will remain with them as they stay on in further and higher education or enter employment after leaving school. However, the cancellation of summer 2020 and 2021 GCSE exams and the new method of awarding grades has led to a set of pupil attainment statistics that are unlike previous years. Each of the pupil level attainment statistics have increased - more than would be expected in a typical year - between the 2018/19 to 2020/21 academic years. This reflects the change to the way GCSE grades were awarded rather than improvements in pupil performance. As a result the 2019/20 and 2020/21 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance. Please note that schools are not accountable to Local Authorities and government departments, such as Ofsted, relating to these grades and the cancellation of exams does not give any meaningful comparison between 2019, 2020 and 2021, as each of these years had different marking criteria.

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Appendix C

Learning and Skills		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
			Sep-21	Dec-21	Mar-22			
25	Percentage of schools with OFSTED rating 'good' or 'outstanding' Reporting Frequency: Quarterly	88.5%	87.6%	88.4%	88.8%	↗	<p>Mar-22: The total for West Sussex schools that are judged good or outstanding has risen slightly and is now at with a recent all time high of 88.8%. This figure is 0.4% higher than the equivalent figures shown in the previous month, with one secondary school becoming good from requires improvement since last month. For March 2022, the percentage for each school phase is as follows:</p> <p>Primary Schools = 87.7%; Secondary Schools = 92.1%; Special Schools = 100%</p> <p>Due to the Covid-19 pandemic Ofsted inspections had only just restarted in September 2021, and a growing number of schools have been inspected during the current academic year and, therefore, this is the latest position.</p>	Ofsted inspections, which had been suspended during the main part of the Pandemic, and due to national and local lockdowns had only just restarted in September 2021, and a growing number of schools have been inspected during the current academic year and, therefore, this is the latest position.
26	Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools Reporting Frequency: Quarterly	88.0%	86.6%	87.6%	89.3%	↗	<p>Mar-22: The total for West Sussex pupils in schools that are judged good or outstanding has improved again this month. This figure is 1.3% higher than the equivalent figure shown in the previous month and is at an all time high of 89.3%. One secondary school was rated good from requires improvement since last month For March 2022, the percentage for each school phase is as follows:</p> <p>Primary Schools = 86.3%; Secondary Schools = 93.1%; Special Schools = 100%</p> <p>Due to the Covid-19 pandemic Ofsted inspections had only just restarted in September 2021, and a growing number of schools have been inspected during the current academic year and, therefore, this is the latest position.</p>	Ofsted inspections, which had been suspended during the main part of the Pandemic, and due to national and local lockdowns had only just restarted in September 2021, and a growing number of schools have been inspected during the current academic year and, therefore, this is the latest position.
27	Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2 Reporting Frequency: Annually	64.0%	55.0%	61.8%	62.7%	↗	<p>Mar-22: No results collected for 2021 due to the pandemic</p>	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.

Learning and Skills		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
28	Average attainment 8 score of students at Key Stage 4 including English and Maths Reporting Frequency: Annually	47.5	2019/20	2020/21	2021/22	Mar-22: Due to the COVID-19 pandemic, the summer exam series was cancelled in 2020 and in 2021. Pupils scheduled to sit GCSE and A/AS level exams in 2020 were awarded either a centre assessment grade (based on what the school or college believed the student would most likely have achieved had exams gone ahead) or their calculated grade using a model developed by Ofqual - whichever was the higher of the two. In January 2021, the government decided that it would not be fair for GCSE, AS and A level exams to take place in summer 2021 because of the disruption to students' education caused by the coronavirus (COVID-19) pandemic. Instead, students received grades based on assessments by their teachers: Teacher Assessed Grades or TAGs. The DfE aimed to make sure that students had the greatest opportunity to show the full breadth of their knowledge and understanding based on what they had been taught.	The GCSE grades awarded to pupils in 2020 and 2021 will remain with them as they stay on in further and higher education or enter employment after leaving school. However, the cancellation of summer 2020 and 2021 GCSE exams and the new method of awarding grades has led to a set of pupil attainment statistics that are unlike previous years. Each of the pupil level attainment statistics have increased - more than would be expected in a typical year - between the 2018/19 to 2020/21 academic years. This reflects the change to the way GCSE grades were awarded rather than improvements in pupil performance. As a result the 2019/20 and 2020/21 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance. Please note that schools are not accountable to Local Authorities and government departments, such as Ofsted, relating to these grades and the cancellation of exams does not give any meaningful comparison between 2019, 2020 and 2021, as each of these years had different marking criteria.	
			46.9	50.3	51.6			↗
29	Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2 Reporting Frequency: Annually	24.0%	2017/18	2018/19	2019/20	Mar-22: No results collected for 2021 due to the pandemic	Closing the gap that exists between disadvantaged students and their non disadvantaged peers remains a key priority nationally and for the local authority. As part of the covid recovery plan, the government have provided a national tutoring programme to provide additional support for children who may have fallen behind along with access to computers for those disadvantaged pupils who had more restricted access to technology at home. The local authority is not engaged in this directly as the relationship has been established directly between central government and schools. West Sussex County Council has provided a broad programme of professional development and support to schools which has included training courses, networks and a school to school led programme of training and support, targeted at those schools with a high differential between outcomes for disadvantaged and their non disadvantaged peers. This has involved an external partner.	
			23.3%	23.4%	25.3%			↘

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Learning and Skills		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
			Dec-21	Jan-22	Feb-22			
30	Combined percentage of 16-17-year olds that are Not in Education, Education and Training or whose activity is not known (3-month average Dec-Feb annually) Reporting Frequency: Quarterly	7.0%	6.6%	5.5%	6.0%	↓	Mar-22: The County Council's target is to reduce the percentage of NEET/Not Known young people to 5.0% by 2025. For 21/22 the combined target is 7.0% for the 3-month period Dec-Feb. The latest validated 3-month average is available: The NEET (Not in Employment, Education or Training) figure stands at 2.04% and the current Not Known figure is 3.95%. The combined figure, of 5.99%, is an improvement of 1.67% from 2020/21. Compared to England combined figure of 4.72% and the South East, 5.45% is currently worse than those areas, but the gap has narrowed from 2.18% and 1.25% for national and South East, respectively, to 1.27% and 0.46%, respectively. West Sussex is now ranked 126th out of 152 local authorities, up 11 places from last year, but is in the top quintile for improvements of all authorities since 2020/21 and is the 9th most improved in relation to County Local Authorities. Although our Not Knowns are currently higher than most of our statistical neighbours, the improvements to collection of data and relationships with schools, colleges and other establishments has seen a marked improvement and is lower than the 3-month 21/22 target of 7.0% combined.	Our team of careers advisors continue to offer support in a far more targeted way to help young people struggling to fulfil their career potential. Many are gradually re-engaging with education and training, many building up their confidence and skills by starting on short term employability courses before moving on to more full time education, training or employment opportunities. There remains a number of young people with complex issues for whom we are working with our partners to ensure the right support is made available for them so that they can also progress.

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Baseline (March 2020)	Q1	Q2	Q3	Q4	Action	Trajectory		
1	Destination mix of pupils with an Education, Health and Care Plan (EHCP) receiving transport	Approximately one third of our children with an Education, Health and Care Plan (EHCP) also receive transportation to their school.	No of pupils with EHCP transported to a mainstream school / SSC	207 (11.3%)	224 (11.4%)	200 (10.0%)	207 (10.0%)	230 (11.0%)	↗	The number of complex cases continues to increase and current special school places have now reached full capacity leading to increased places in independent sector.	↗
			No of pupils with EHCP transported to a special school	1,240 (67.8%)	1,265 (64.6%)	1,299 (65.0%)	1,334 (64.6%)	1,316 (62.8%)	↘		
			No of pupils with EHCP transported to independent placements	381 (20.8%)	468 (24.0%)	500 (25.0%)	525 (25.4%)	549 (26.2%)	↗		
			Total no of pupils with EHCP transported	1,828 (100%)	1,957 (100%)	1,999 (100%)	2,066 (100%)	2,095 (100%)	↗		
2	Transport type mix of pupils with an Education, Health and Care Plan (EHCP) receiving transport	Approximately one quarter of our children with an Education, Health and Care Plan (EHCP) who receive transport are transported on the County Council fleet. However, the majority are transported in an external taxi or minibus. This is an expensive option, and as a result, a parental mileage rate has been introduced to encourage parents to transport their own child to and from school instead.	No of pupils with EHCP transported in an external taxi/minibus	1,331 (72.8%)	1,394 (71.2%)	1,340 (67.0%)	1,393 (67.4%)	1,421 (67.8%)	↗	The decision to have an internal fleet is a long-term strategic one. It means that in areas with fewer suppliers or where prices are unsustainably high the Council can moderate the impact on our spending and overall costs. Whilst there are over 100 minibus routes, recent insourcing has focused on expensive accessible vehicle routes and/or where the biggest cost reductions can be made.	↔
			No of pupils with EHCP transported on County Council fleet	443 (24.2%)	462 (23.6%)	551 (27.6%)	559 (27.1%)	563 (26.8%)	↘		
			No of pupils with EHCP transported by parents	54 (2.9%)	101 (5.2%)	108 (5.4%)	114 (5.5%)	111 (5.3%)	↘		
			Total no of pupils with EHCP transported	1,828 (100%)	1,957 (100%)	1,999 (100%)	2,066 (100%)	2,095 (100%)	↔		
3	Daily transport cost of pupils with an Education, Health and Care Plan (EHCP) receiving external transport	The daily cost of SEND external taxi and escort provision has been increasing annually by approximately 10% over the last couple of years. This is mostly due to increased demand (numbers of pupils with an EHCP requiring transport), but also due to additional inflation pressures such minimum living wage.	Current daily cost of SEND external taxi provision across all provision	Average 2020/21 £52.1k	£56.0k	£56.0k	£52.4k	£57.3k	↗	Accessible minibuses (including escort) can easily cost £220 per day with a few up to £300. We are starting to experience Inflationary pressures due to increasing fuel and staffing costs which are evident in the Q4 average daily cost.	↗
			Current daily cost of SEND external escort provision across all provision	Average 2020/21 £10.6k	£11.3k	£11.3k	£10.9k	£11.9k	↗		

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

Key Financial Issues and Risks Arising	Narrative	Cost Driver	Baseline (March 2021)	Q1	Q2	Q3	Q4	Action	Trajectory	
4	Placement mix of pupils with an Education, Health and Care Plan (EHCP) Our High Needs expenditure is largely driven by the number of pupils with an Education and Health Care Plan (EHCP). The 2021/22 budget has been set based on a further 500 pupils this year. Although overall growth so far this year is in line with this, a greater proportion of these children are being placed in more costly placements within the independent sector.	No of pupils with EHCP in mainstream school	1,949 (31.9%)	1,997 (32.0%)	1,845 (29.0%)	1,921 (30.1%)	1,921 (30.1%)	↗	West Sussex has significantly less learners with EHCPs in their mainstream secondary schools than the national picture. A small specialist outreach team has therefore been created as a two-year pilot to support the inclusion of these learners in their local mainstream school.	↗
		No of pupils with EHCP in special school / SSC	2,166 (35.4%)	2,183 (35.0%)	2,288 (36.0%)	2,284 (35.7%)	2,273 (34.9%)	↘		
		No of pupils with EHCP in independent placements	615 (10.0%)	647 (10.4%)	669 (10.5%)	688 (10.8%)	715 (11.0%)	↗		
		No of pupils with EHCP in post school placements	1,127 (18.4%)	1,102 (17.6%)	1,309 (20.6%)	1,226 (19.1%)	1,215 (18.7%)	↘		
		No of pupils with EHCP in other placement type	254 (4.2%)	314 (5.0%)	246 (3.9%)	272 (4.3%)	319 (4.9%)	↗		
		Total no of pupils with EHCP	6,111 (100%)	6,243 (100%)	6,357 (100%)	6,391 (100%)	6,510 (100%)	↔		
5	Increase Placement mix of pupils with an Education, Health and Care Plan (EHCP) The 2021/22 budget has been set on the basis of a further 500 pupils with an EHCP this year. Although overall growth so far this year is in line with this, a greater proportion of these children are being placed in more costly placements within the independent sector.	Increase in no of pupils with EHCP in mainstream school	159	48 (2.5%)	-104 (-5.3%)	-28 (-1.4%)	39 (2.0%)	↗	The higher level of increased placements in the independent sector is largely due to lack of capacity in WSSC's settings. 84 additional places were made available from September 2021, but the increased capacity at a number of special schools has only been achievable through the hire of expensive temporary classrooms. Whilst new building work is planned this will take time and therefore in the medium term, it is expected that the number of independent sector placements will continue to rise at a faster rate.	↗
		Increase in no of pupils with EHCP in special school / SSC	177	17 (0.8%)	122 (5.6%)	118 (5.4%)	107 (4.9%)	↘		
		Increase in no of pupils with EHCP in independent placements	51	32 (5.2%)	54 (8.8%)	73 (11.7%)	100 (16.3%)	↗		
		Increase in no of pupils with EHCP in post school placements	91	-25 (-2.2%)	182 (16.1%)	99 (8.8%)	88 (7.8%)	↘		
		Increase in no of pupils with EHCP in other placement type	22	60 (23.6%)	-8 (-3.1%)	18 (7%)	65 (25.6%)	↗		
		Total increase in no of pupils with EHCP	500	132 (2.2%)	246 (4.0%)	280 (4.5%)	65 (25.6%)	↔		
6	Cost of pupils with an Education, Health and Care Plan (EHCP) in an Independent and Non-maintained Special School The 2021/22 budget has been set on the basis of the average Independent and Non-maintained sector placement cost being £46k per week.	Average annual cost	£46k	£48k	£48.5k	£48k	£47.5k	↘	Average independent sector costs increased by £2k per annum at the beginning of the year but have stabilised since. These costs are expected to escalate again in the new financial year.	↗

Financial Narrative on the Portfolio's Position

2. The 2021/22 outturn position for the Learning and Skills Portfolio budget is an overspend of £1.638m. This is a reduction of £0.219m when compared to the £1.857m overspend forecasted in December. The main movement during this period relates to a reduction in staffing expenditure and other minor variations.

Review of the 2021/22 Financial Year

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

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

Dedicated Schools Grant (DSG)

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

Dedicated Schools Grant – 2021/22	Variation £m
Early Years Block	
<ul style="list-style-type: none"> • Early Years Providers – £0.720m underspending offset by £0.620m reduction in DSG funding announced in Jan 2022 	-0.100
<ul style="list-style-type: none"> • Centrally Retained – Staffing underspends in Early Years teams 	-0.194
Early Years Block Total	-0.294
High Needs Block	
<ul style="list-style-type: none"> • Independent and Non-maintained Schools – The 21/22 budget that was set allowed for 666 places. By the end of the year 715 children with an EHCP were actually being placed in the independent sector. 	+3.651
<ul style="list-style-type: none"> • Commissioned College Placements and Alternative Provision 	-0.233
<ul style="list-style-type: none"> • Post-16 SEND College Placements – The number of additional placements incurring a cost have increased by 53 during the year. (This compares to a budgeted increase of 17 placements). 	+1.240

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

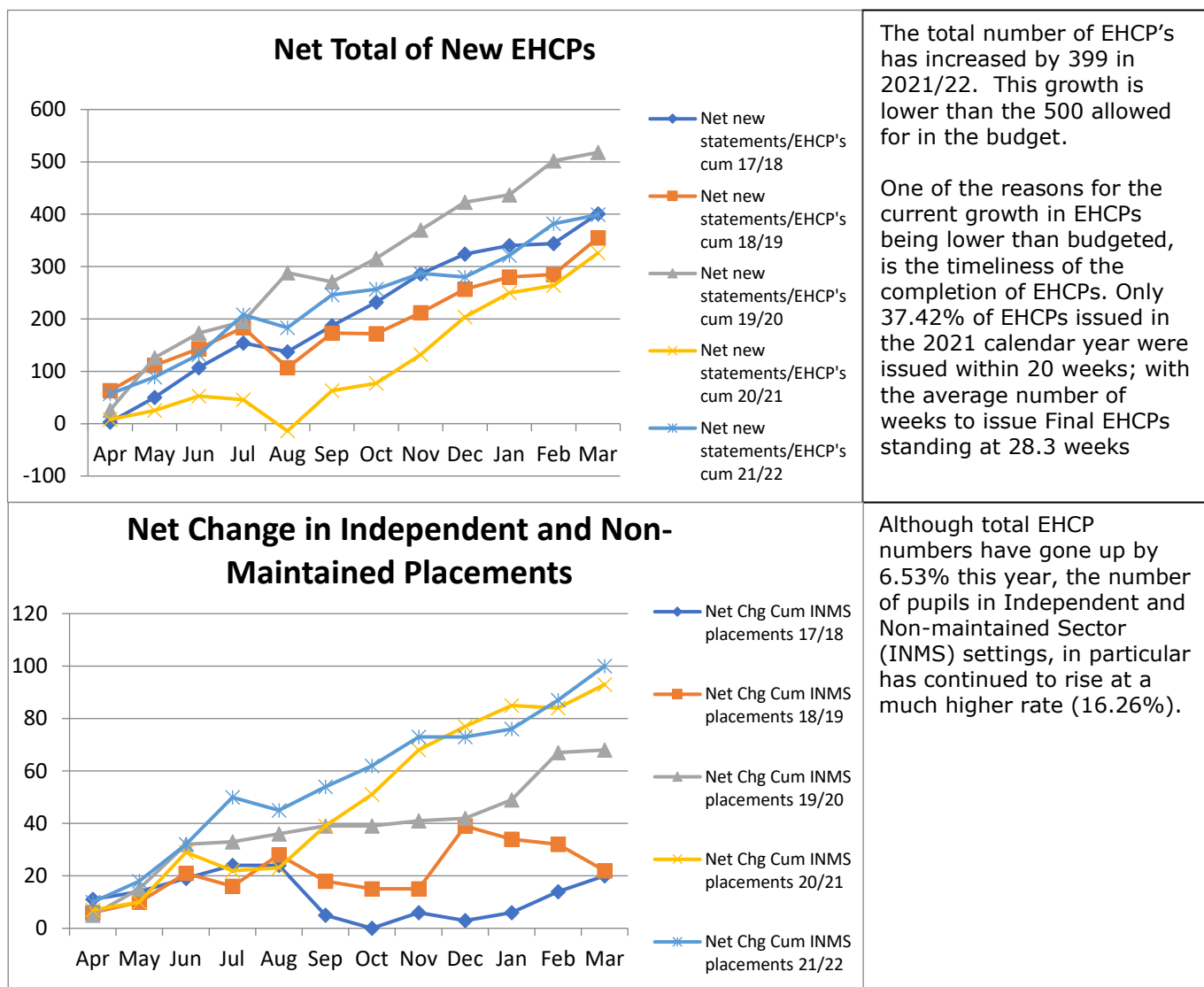
11. As a result of the £7.759m overspending, there is now a deficit of £25.504m within the DSG reserves at the end of 2021/22.

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

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

Cost Driver Information

13. The Education and Health Care Plan assesses the needs of a child in the context of the Education budget, it is a major cost driver in relation to the Local Authority funded Home to School Transport budget and the DSG funded High Needs block.
14. When the 2021/22 budget was set the overspending on High Needs this year was projected to be £7.0m, but this has increased by a further £8.6m over the last year. This is mainly due to the increased number of children being placed in high-cost independent placements, additional expenditure on specialist support and increased costs in mainstream settings despite the numbers being placed in this sector being lower than expected.
15. Between April 2015 and March 2021, the number of pupils with an Education, Health and Care Plan (EHCP) increased by 2,688 (78.5%) from 3,423 to 6,111. During 2021/22, this number has risen by a further 399.
16. One of the main reasons for the increasing level of EHCPs has been the extension of support to young people up to the age of 25. Statements previously lapsed at age 19, however since 2015 when the system was reformed, West Sussex, along with all other LAs, has been supporting a new cohort of young people aged 19-25 for which they have received no additional funding.



The total number of EHCP's has increased by 399 in 2021/22. This growth is lower than the 500 allowed for in the budget.

One of the reasons for the current growth in EHCPs being lower than budgeted, is the timeliness of the completion of EHCPs. Only 37.42% of EHCPs issued in the 2021 calendar year were issued within 20 weeks; with the average number of weeks to issue Final EHCPs standing at 28.3 weeks

Although total EHCP numbers have gone up by 6.53% this year, the number of pupils in Independent and Non-maintained Sector (INMS) settings, in particular has continued to rise at a much higher rate (16.26%).

Savings Delivery Update

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

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

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
Home to school transport – increased internal fleet	300	300	G		G
Home to school transport – greater taxi competition	200	163	G	£0.163m saving has been achieved through some keener pricing, this is lower than the £0.2m target.	G
		37	R		R
Improve school trading offer (year 2 savings)	150	150	R	School trading income has been affected by the pandemic and therefore income has not been generated to meet the new budgeted target.	A
Charge Inclusion and Disadvantaged Pupils Programme to School Effectiveness	127	127	B		B
Review of Agency Staffing	4	4	B		B

Savings Key:

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

Performance Summary - Capital

18. There are 45 schemes within the portfolio; 31 of the schemes in delivery are rated green, indicating that the schemes are progressing as planned, eight of the schemes are rated at amber, indicating that there is an issue, but that it can be dealt with by the project manager or project delivery team, four schemes are rated as red, indicating that there are significant issues requiring corrective action and two schemes are being managed by schools directly.

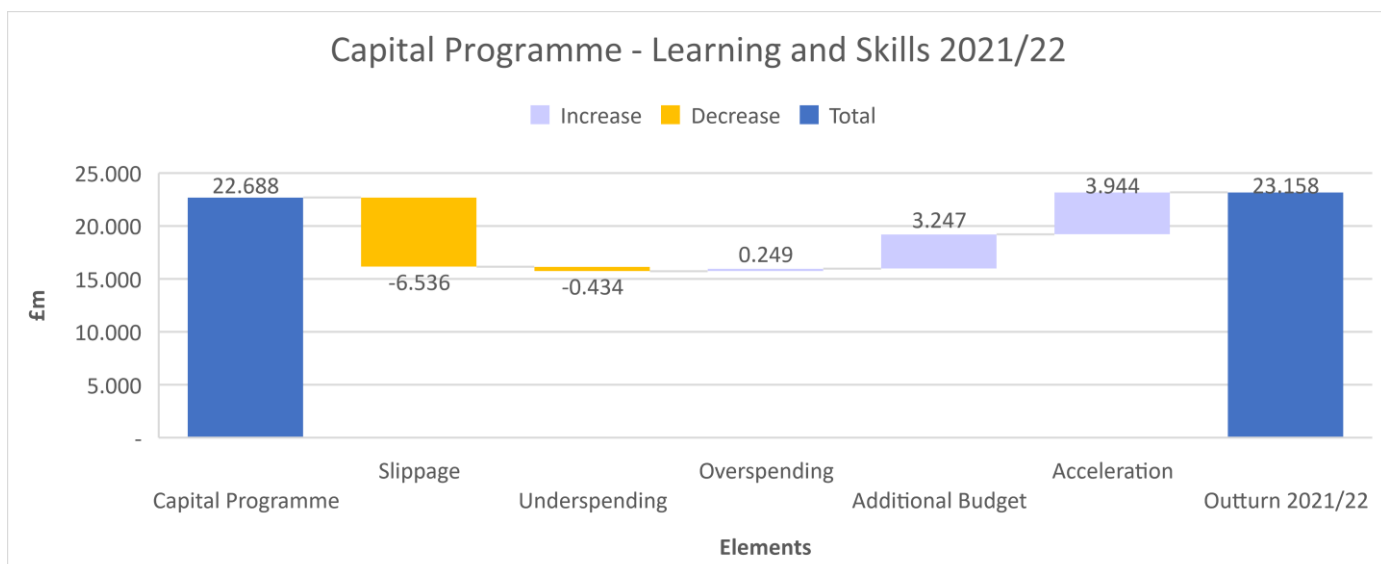
19. An update on the progress of the schemes rated red and amber are detailed in the table below.

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

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

Finance Summary - Capital

20. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £19.506m for 2021/22. £3.182m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £22.688m.
21. During the year, the Portfolio spent £23.158m, a reduction of £3.484m when compared to the profiled spend in December 2021.



Key:

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

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

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

- **Section 106 FFE & IT – (£-0.178m)** – These works are being managed directly by the schools; works have not progressed as quickly as we were informed.
- **Palatine – (-£0.176m)** – This project has been reprofiled into future years due to delays in planning, design & procurement
- **Various Projects – (£1.322m)** – Balance of remaining slippage covering various Basic Need, S106 and Special Schools Sufficiency projects within the Portfolio.

- **Underspending: (-£0.434m). Movement since Q3 report: (-£0.024m).**
 - **Héronsedale: -£0.024m.** Project has completed and under budget therefore the remaining grant funding has been returned to SEND pipeline to help fund future projects.

- **Overspending: £0.249m. Movement since Q3 report: £0.249m.**
 - **Safeguarding in schools - £0.191m.** Works have overspent resulting in an additional £0.191m being spent in 2021/22.
 - **Warden Park, Cornfield and Whytemead Primary - £0.058m -** Small overspends on projects resulting in an additional £0.058m being spent in 2021/22.

- **Additional Budget: £3.247m. Movement since Q3 report: £0.000m.**

- **Acceleration: £3.944m. Movement since Q3 report: £0.443m.**
 - **Schools Access Initiative: £0.199m.** Funding has been accelerated due to an increase in requests from schools being higher than first anticipated.
 - **Devolved Formula Capital Grant: £0.244m.** This budget is held by individual schools. This year schools have spent more than we anticipated and therefore the programme has been adjusted.

Risk

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

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Corporate Risk Register Summary

CR58

Current Score

25

Target Score

9

Initial Score

25

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

05/09/2018

Risk Owner

Director of Adults and Health

Risk Strategy

Treat

Risk Control/Action

Target Date

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

CR39a

Current Score

25

Target Score

16

Initial Score

20

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy


Treat

Risk Control/Action

Target Date

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

CR11

Current Score 16	Target Score 8	Initial Score 20	Risk Change Increasing 
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Risk Description

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


Date Risk Raised
01/03/2017

Risk Owner
Director of Human Resources & Org Dev

Risk Strategy
Treat

Risk Control/Action	Target Date
Benchmarking of salaries against peers to attract and retain talent for key areas.	01/07/2022
Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.	01/07/2022
Development and regular communication of comprehensive employee value proposition.	01/03/2023
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Ongoing
Produce Directorate Workforce Plans, in collaboration with services, to identify skills, capacity and capability requirements (current and future). Including succession planning for key roles, and defining training and career pathways.	Ongoing

CR61

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

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

Date Risk Raised
01/06/2019

Risk Owner
Director of Children, Young People and Learn...

Risk Strategy
Treat

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

CR68

Current Score

15

Target Score

10

Initial Score

25

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

01/03/2020

Risk Owner

Chief Executive

Risk Strategy

Treat

Risk Control/Action

Target Date

Develop communications when required to manage expectations of staff and residents on WSCC response position.

Ongoing

Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).

Ongoing

Review and update business continuity and service critical plans.

Ongoing

Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.

Ongoing

To continue to lobby government groups to influence funding decisions.

Ongoing

CR69

Current Score

15

Target Score

10

Initial Score

25

Risk Change
Decreasing



Risk Description

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

Date Risk Raised

01/03/2020

Risk Owner

Director of Children, Young People and Learning

Risk Strategy

Treat

Risk Control/Action

Target Date

Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.

Ongoing

Deliver Children First Improvement Plan.

Ongoing

Implement the Children First Service transformation model

Ongoing

CR60

Current Score

15

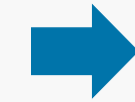
Target Score

10

Initial Score

20

Risk Change
Unchanged



Risk Control/Action

Target Date

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

Ongoing

Risk Description

There is a risk of failing to deliver the HMIC FRS improvement plan, leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.

Date Risk Raised

01/04/2019

Risk Owner

Chief Fire Officer

Risk Strategy

Treat

CR72

Current Score

12

Target Score

8

Initial Score

20

Risk Change
Decreasing



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.

01/09/2022

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

Ongoing

Risk Description

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

Date Risk Raised

01/08/2021

Risk Owner

Director of Children, Young People and Learning

Risk Strategy

Treat

CR22

Current Score

12

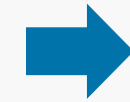
Target Score

12

Initial Score

16

Risk Change
Unchanged



Risk Description

The financial sustainability of council services is at risk due to uncertain funding from central government and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis.

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy

Tolerate

Risk Control/Action

Target Date

Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the PRR and MTFS as appropriate.

Ongoing

Monitor the use of additional funds made available to improve service delivery.

Ongoing

Pursue additional savings options to help close the budget gap.

Ongoing

CR70

Current Score

12

Target Score

12

Initial Score

12

Risk Change
Unchanged



Risk Description

There is an increasing demand placed on the senior officers due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with strategic/organisational issues, leading to poor decision making.

Date Risk Raised

01/08/2020

Risk Owner

Chief Executive

Risk Strategy

Tolerate

Risk Control/Action

Target Date

Continue to monitor service resource impact.

Ongoing

Provision of support to services when required.

Ongoing

CR73

Current Score

12

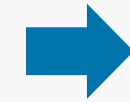
Target Score

8

Initial Score

12

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

01/01/2022

Risk Owner

Director for Place Services

Risk Strategy

Treat

Risk Control/Action

Target Date

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

CR39b

Current Score

9

Target Score

9

Initial Score

20

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Law & Assurance

Risk Strategy

Tolerate

Risk Control/Action

Target Date

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

CR50

Current Score

9

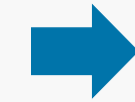
Target Score

6

Initial Score

20

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Human Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action

Target Date

Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.

Ongoing

Develop and introduce a more comprehensive risk profile approach and front line service based audits.

Ongoing

Incorporate HS&W information into current performance dashboard.

Ongoing

Purchase, develop and introduce an interactive online H&S service led audit tool.

Ongoing

Regular engagement with other LA's on best practice and lessons learned.

Ongoing

CR7

Current Score

8

Target Score

4

Initial Score

16

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Law & Assurance

Risk Strategy

Treat

Risk Control/Action

Target Date

Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.

Ongoing

Data on areas of non-compliance used to inform Directors to enforce compliance with standards.

Ongoing

Guidance to CLT on governance. Schedule and deliver associated training

Ongoing

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

Ongoing

CR65

Current Score

6

Target Score

6

Initial Score

20

Risk Change
Unchanged



Risk Control/Action

Target Date

Risk Description

The review of corporate leadership, governance and culture recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.

Date Risk Raised

01/12/2019

Risk Owner

Chief Executive

Risk Strategy


Tolerate

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:




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

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

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

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

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

- A green upward arrow  shows that performance is improving,
 - A red downward arrow  shows performance is worsening, and,
 - An amber horizontal arrow  shows no change to performance.
- Overview of the revenue financial position, risks and issues and savings update.
 - Overview of the capital financial position and latest capital performance.
 - Details of the corporate risks which have a direct impact on the specific Portfolio.

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

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

Scrutiny Committee Documents

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

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

PRR Matrix – Documents for Scrutiny Committees

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

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers