

# Public Document Pack

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30 June 2022

## **Communities, Highways and Environment Scrutiny Committee**

A virtual meeting of the Committee will be held at **2.15 pm** on **Friday, 8 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**

- |         |    |  |
|---------|----|--|
| 2.15 pm | 1. | <p><b>Declarations of Interest</b></p> <p>Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.</p> |
| 2.19 pm | 2. | <p><b>Urgent Matters</b></p> <p>Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, 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.</p>                       |
| 2.21 pm | 3. | <p><b>Performance and Resources Report - Quarter 4</b> (Pages 3 - 42)</p> <p>Report by the Director of Law and Assurance, setting out the finance and performance position as at the end of March 2022.</p> <p>The Committee are asked to examine the Council's corporate performance, finance, savings delivery and business</p>  |

performance for the services within the remit of this Committee and to make any recommendations for action to the relevant Cabinet Member.

3.11 pm      4.      **Business Planning Group**

The Committee are asked to note that the membership of the Business Planning Group is now confirmed as Cllrs Britton, Oakley, Kenyon, Oxlade and Milne.

3.12 pm      5.      **Requests for Call-in**

There have been no requests for call-in to the Scrutiny Committee and 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.

3.14 pm      6.      **Date of Next Meeting**

The next meeting of the Committee will be held on 21 September 2022 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Performance and Resources Report – Quarter 1 – April– June 2022.
- Transport for the South East Strategic Investment Plan Consultation
- Climate Change Strategy progress

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 9 September 2022.

**To all members of the Communities, Highways and Environment Scrutiny Committee**

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## **Report to Communities, Highways and Environment Scrutiny Committee**

**8 July 2022**

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

#### **Report by Director of Law and Assurance**

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### **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 PRR includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee within sections 4, 5 and 7, including a summary of the performance, finance, capital and risk position within the CHESC portfolio.

Members are reminded that only the performance data on Community Support in section 4 (Community Support, Fire and Rescue Portfolio) falls within the remit of this Committee.

The current Risk Register (Appendix 5) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

### **Focus for scrutiny**

The Committee is asked to consider the portfolio PRR and Risk Register

- 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.

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## **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 Annex A – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report which are expected to be reviewed by the different scrutiny committees.
- 1.3 The background and context to this item for scrutiny are set out in the attached annexes and appendices. 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**

Ninesh Edwards, Senior Advisor (Democratic Services), 033 022 22542

## **Appendices**

Section 4: Community Support, Fire and Rescue Portfolio

Section 5: Environment and Climate Change Portfolio

Section 7: Highways and Transport Portfolio

Appendix 5: Corporate Risk Register Summary

Annex A – How to read the PRR report

## **Background Papers**

None

## **Community Support, Fire and Rescue Portfolio - Summary**

### **Performance Summary**

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

#### **Fire and Rescue Service**

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

#### **Community Support**

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

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

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

## Our Council Performance Measures

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

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Community Support, Fire and Rescue		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
43	Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard  Reporting Frequency: Quarterly, Reported a quarter in arrears.	80.0%	Sep-21	Dec-21	Mar-22		Mar-22: We measure critical special service calls separately from critical fires. Critical special service calls can occur anywhere in the county and often away from the population centres which either (due to the number of incidents) warrant a wholetime fire station or have sufficient population density to support an RDS station. This is the most challenging of our three attendance measures and is particularly influenced by the availability of RDS appliances. Performance for this quarter is 80.06%, which is our joint second highest recorded quarter's performance. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.	We are carefully monitoring the impact of the DCT and continue to work with JFC to train the control operators and identify every possible efficiency in our mobilising system. Specifically with critical special service calls we are working with partner agencies to help improve the time taken to transfer calls and information. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible as well as maximise the availability of RDS fire engines at times of the day when we know these incidents are most likely.
			77.1%	77.9%	80.6%	↗		
4	Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a proactive intervention from the Trading Standards Service  Reporting Frequency: Quarterly	100.0%	Sep-21	Dec-21	Mar-22		Mar-22: The Service has been able to maintain a 100% intervention rate to the referrals received from the National Scams Team.	Using proceeds of crime confiscated from rogue traders a project is underway installing call blocker devices to protect the vulnerable in their own homes.
			82.0%	100.0%	100.0%	→		
33	Use of virtual/digital library services by residents  Reporting Frequency: Quarterly, Accumulative	5.45m	Sep-21	Dec-21	Mar-22		Mar-22: We are continuing to see higher than normal levels of demand for eBooks and virtual library services, evidence of some customers making greater use of online services which they found through lockdowns.	Continue to support growing demand though investment in eLibrary platforms and production of virtual and online library events content
			2.93m	4.31m	5.81m	↗		
34	Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic  Reporting Frequency: Quarterly, Accumulative	35,000	Sep-21	Dec-21	Mar-22		Mar-22: 76k residents supported to March 2022. This includes 59k residents supported as part of the Central Government Covid-19 Shielding Programme, which ended on the 15/9/2021. From October 2021 the Community Hub has supported residents with Covid-19 related needs and households with wider essential needs such as food, energy, and water bills via the Household Support Fund. Please note this measure does not include the volumes for the Local Tracing Partnership.	The Community Hub continues to provide support to residents remaining agile in its delivery, flexing to support where required, helping those who need additional help and support due to the impact of COVID-19 and to vulnerable households.
			59,097	62,270	76,477	↗		



## Finance Summary

### Portfolio In Year Pressures and Mitigations

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

### Significant Financial Issues and Risks Arising

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

### Financial Narrative on the Portfolio's Position

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

### Review of the 2021/22 Financial Year

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

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

### Proposed Carry Forward Requests

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

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

## Savings Delivery Update

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

Saving Activity	2020/21 Savings £000	March 2022		Narrative	2022/23
Communities - Increased income from Registrars Services	150	150	B		B

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
Development of adapted Library Service offer in conjunction with Parish Councils	70	70	G	Discussions with Parish Councils are continuing to deliver this saving on a long-term basis; however, in year mitigations have been found.	A
Increased income from copy certificates for Registrars' Services	150	150	B		B
Removal of Community Initiative Fund (CIF)	140	140	B		B
Review of Partnerships & Communities Team	70	70	B		B
Review of agency staff	8	8	B		B

### Savings Key:

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

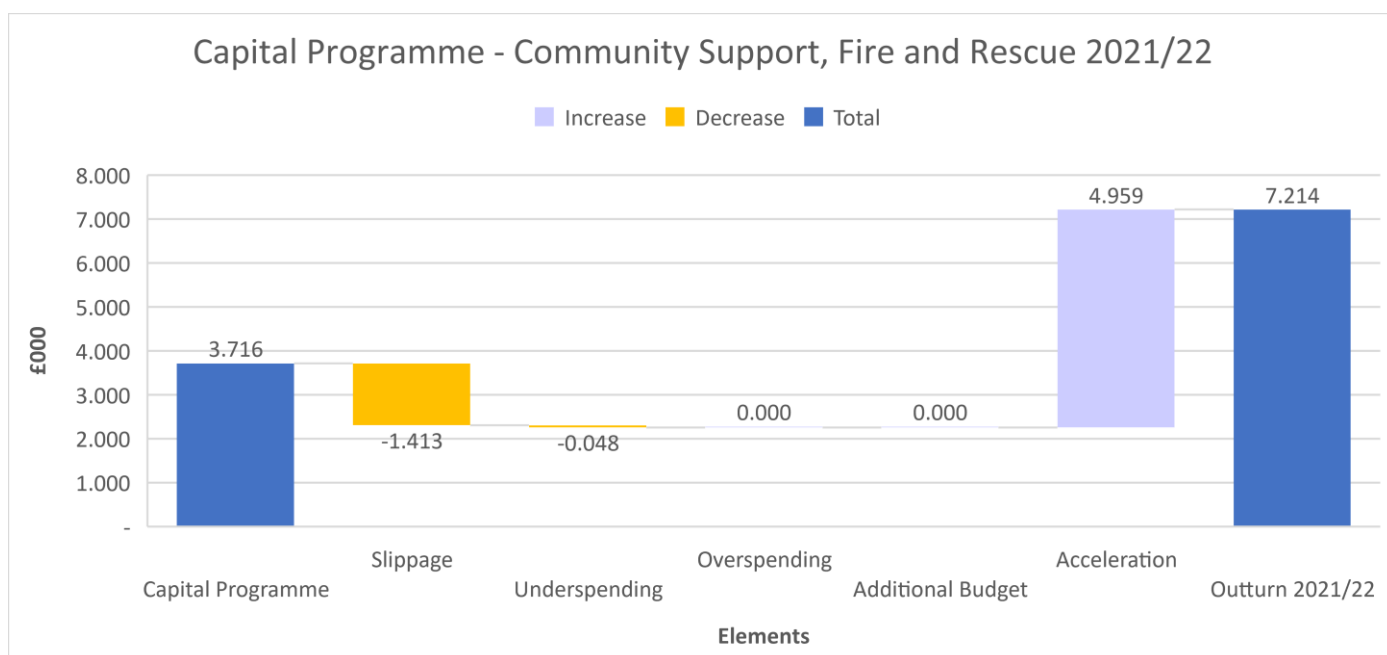
## Capital Programme

### Performance Summary - Capital

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

### Finance Summary - Capital

10. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £3.645m for 2021/22. £0.071m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £3.716m.
11. During the year, the Portfolio spent £7.214m, an increase of £2.484m when compared to the profiled spend in December 2021.



**Key:**

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.  
 Slippage – Funding which was planned to be spent in 2021/22 but has since been reprofiled into future years.  
 Underspending – Unused funding following the completion of projects.  
 Overspending – Projects that require further funding over and above the original approved budget.  
 Additional Budget – Additional external funding that has entered the capital programme for the first time.  
 Acceleration – Agreed funding which has been brought forward from future years.  
 Outturn 2021/22 – Total capital programme expenditure as at 31<sup>st</sup> March 2022.

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

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

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

## Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR60	There is a risk of failing to deliver the <b>HMICFRS improvement plan</b> , leading to an adverse effect on service delivery; which may result in failing any subsequent inspection.	15	15

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

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## **Environment and Climate Change Portfolio - Summary**

### **Performance Summary**

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

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

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

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

## Our Council Performance Measures

Environment and Climate Change		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
			Sep-21	Dec-21	Mar-22			
22	Equivalent tonnes (te) of CO <sub>2</sub> emissions from WSCC activities (CC)	30,521 CO <sub>2</sub> te					Mar-22: • Carbon emissions for Q4 totalled 10,314 tonnes of CO <sub>2</sub> e, -9% vs 20/21 and -8% vs the 19/20 baseline. This retains performance in-line with targeted 2021/22 total emissions volume. • Heat demand was the primary emission source, owing to the winter months covered within this quarter. Demand was though reduced compared to 20/21, in part due to warmer external temperatures. • Recorded 21/22 carbon emissions have matched our targeted KPI of a 10% reduction against the 19/20 baseline. • Heat demand from the Schools Estate remained the largest recorded source of carbon emissions. • Total carbon emissions from the Schools Estate rose marginally, with onsite activity increasing as the impact of covid restrictions dissipated. This increase was partly offset by reduced emissions within the Corporate Estate. • Business Transport related emissions showed a minor increase across the year as activity returned post Covid-19 restrictions, though remains significantly lower than pre Covid-19 levels.	Work continues on the actions set out in the Carbon Management Plan to achieve net zero carbon by 2030.
	Reporting Frequency: Quarterly, Accumulative. Showing Previous Data Annually		10,733 CO <sub>2</sub> te	20,086 CO <sub>2</sub> te	30,400 CO <sub>2</sub> te	↗		



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

## Finance Summary

### Portfolio In Year Pressures and Mitigations

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

## Significant Financial Issues and Risks Arising

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

## Financial Narrative on the Portfolio's Position

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

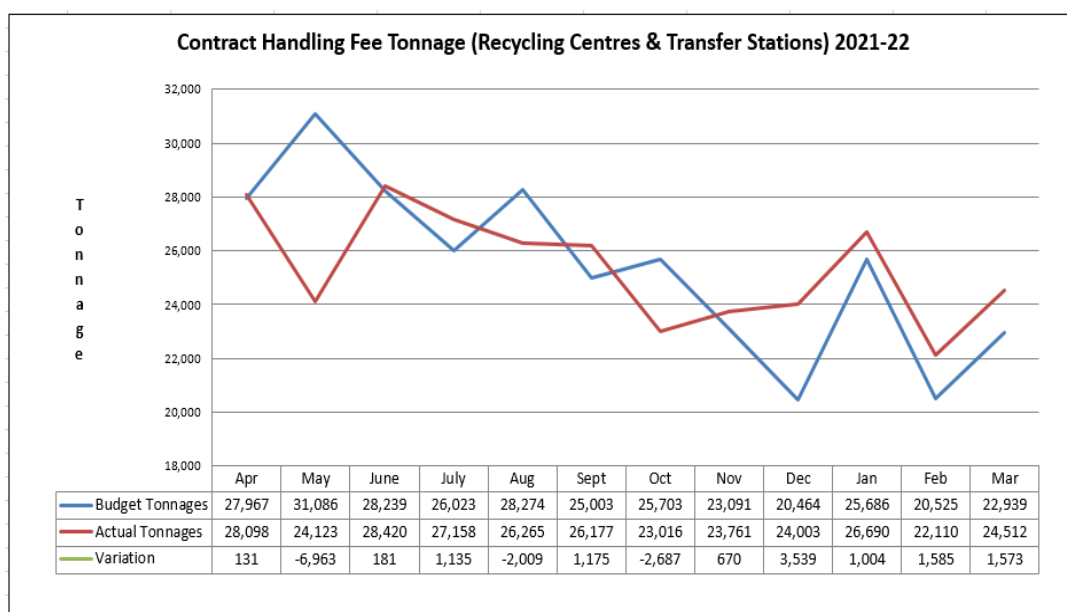
waste recycle income and additional income generated by our solar and battery storage farms due to an increase in unit prices.

## **Review of the 2021/22 Financial Year**

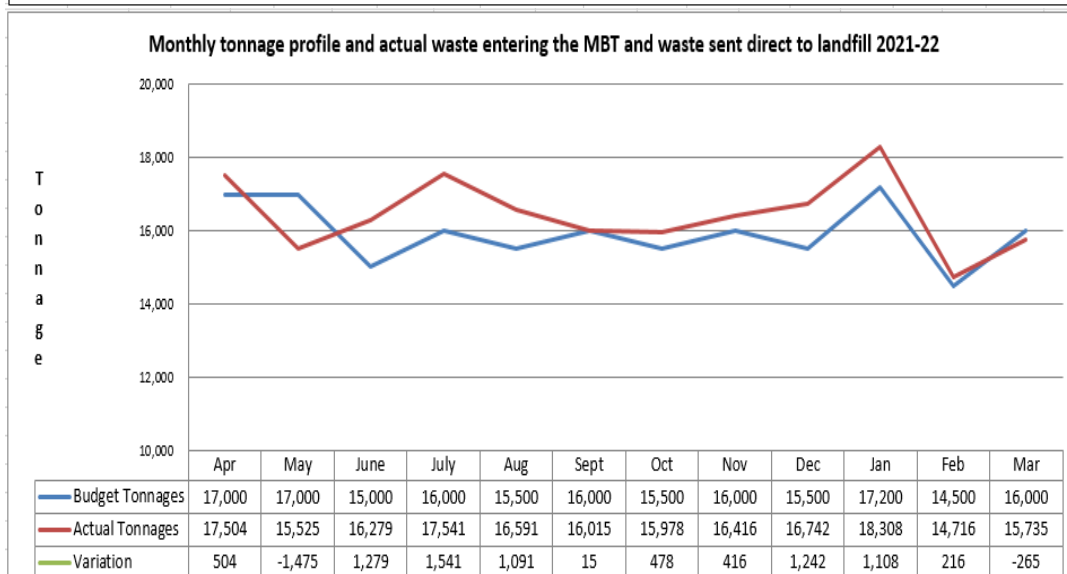
4. The Waste Service experienced a more stable year in 2021/22, with the avoidance of significant restriction and the national lockdowns of the previous year. Overall waste volumes have been slightly lower than in 2020/21 due to a number of factors including:
  - the implementation of the booking system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

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

## Cost Driver Information



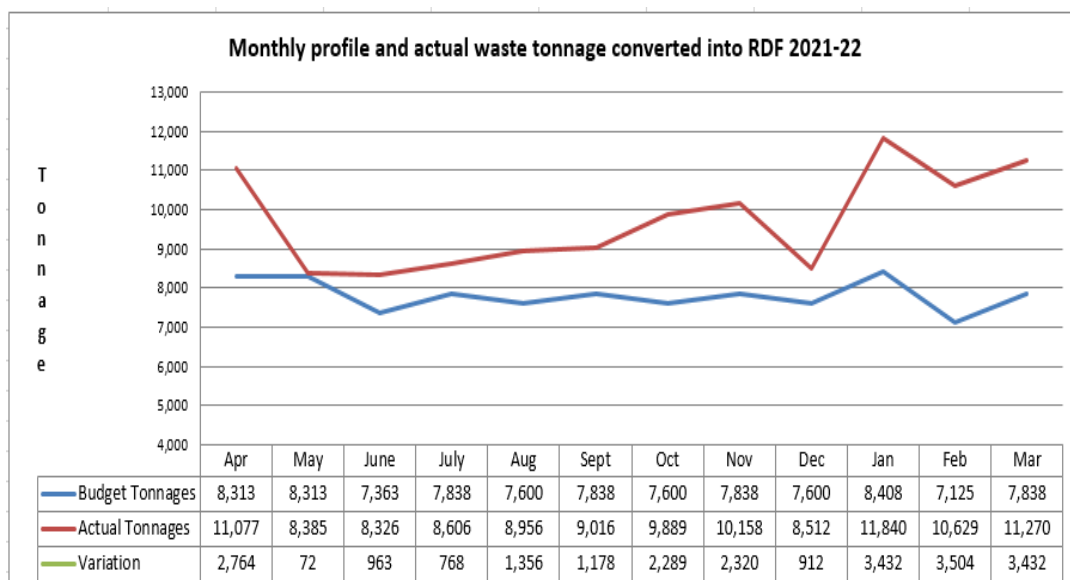
This graph shows tonnages received at the Household Waste Recycling Sites (HWRS) and Transfer Stations.



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

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

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

RDF levels are overall around 25% above expectation.

## Savings Delivery Update

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

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
Review Countryside Fees and Charges	20	20	G	Shortfall mitigated within the budget in 2021/22 Uptake to be monitored in 2022/23.	G
Community support for the mobile Household Waste Recycling Sites (HWRS)	50	50	B		B
Restructure of Waste Prevention budgets	128	128	B		B
Restructure of Electricity Budget	190	190	B		B
Development of battery storage site	100	100	G	The pandemic has led to some timing delays on the Halewick Lane project. This specific project is now expected to be completed in May 2022. Additional solar income during 2021/22 has enabled this saving to be delivered this year.	G
Charge for monitoring travel plans	50	50	G	New charge unlikely to deliver additional income until 2022/23 due to timescales associated with developer agreements. Shortfall is currently mitigated through over-achievement of other planning income within the budget.	G
Review of agency staff	2	2	B		B

### Savings Key:

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

## Capital Programme

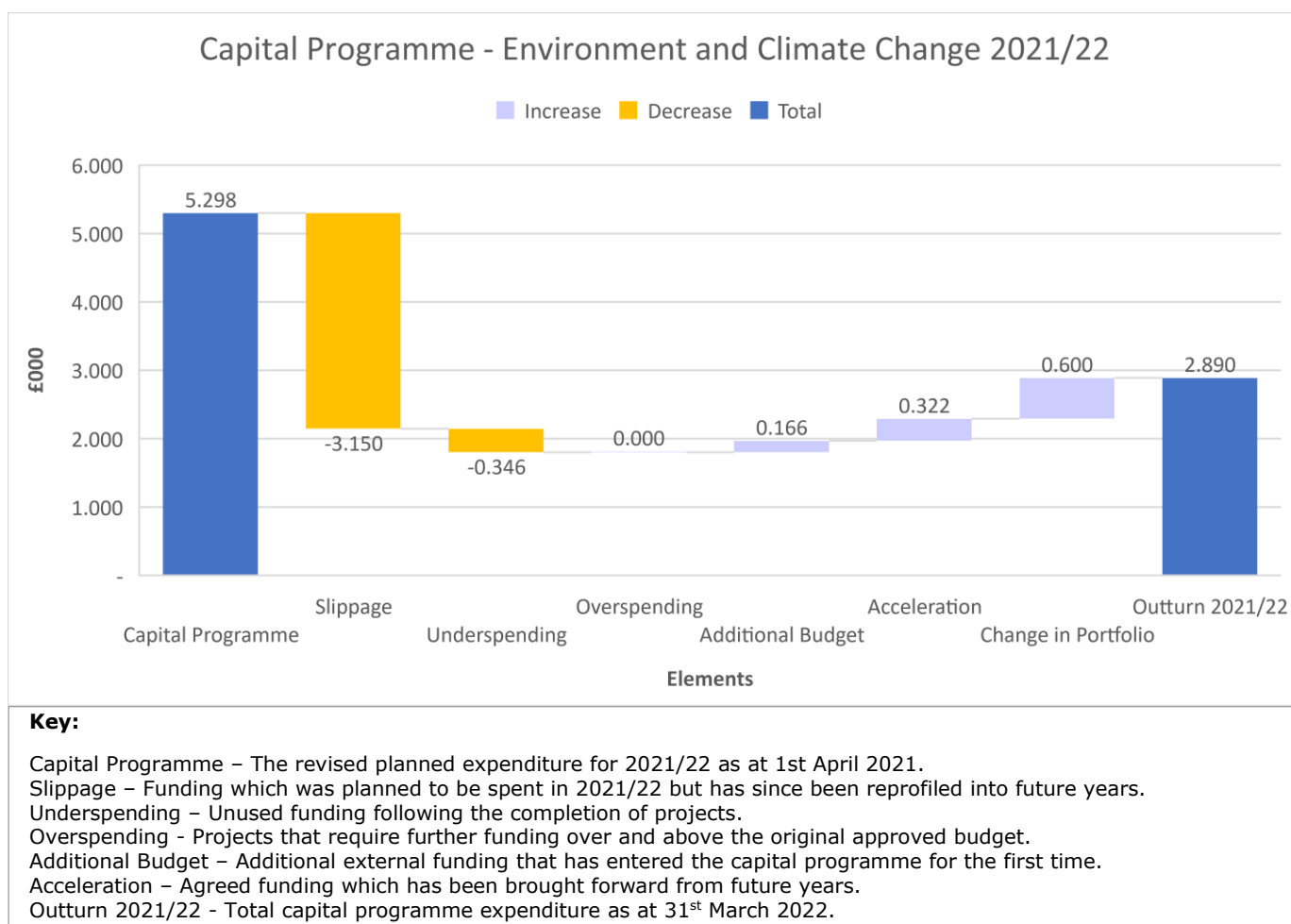
### Performance Summary - Capital

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

Scheme	RAG Status at 31 <sup>st</sup> March	Reason	Latest RAG Status	Updated Position
Schools Solar PV Installation	<b>AMBER</b>	Rectification of quality issues caused by one installer has caused some disruption to the programme.	<b>AMBER</b>	Remedial works in hand and compensation being sought.
Carbon Reduction	<b>AMBER</b>	Defects with Parkside Combined Heat and Power unit.	<b>AMBER</b>	Revised remedial programme received from contractor. Expected resolution date Apr 2022.

### Finance Summary - Capital

13. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £4.613m for 2021/22. £0.685m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £5.298m.
14. During the year, the Environment and Climate Change Capital Programme spent £2.890m, a reduction of £1.873m when compared to the profiled spend in December 2021.



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

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

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

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

## Risk

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

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

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



## Highways and Transport Portfolio - Summary

### Performance Summary

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

### Our Council Performance Measures

Highways and Transport		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
17	Length of new cycle paths across the County (CC) Reporting Frequency: Quarterly, Accumulative	7.5km per year	Sep-21	Dec-21	Mar-22		Mar-22: The following projects were completed in Q4: A2300, Burgess Hill (3.1km) Burgess Hill Green Circle improvements (4.5km) New surface and route improvements through various off-road links and PROW in Burgess Hill (5.8km) New surface on Bridleway 6F, between Poynings Road and Edburton Road, Fulking (0.14km)  The second two were delivered in partnership with MSDC.	We continue to work towards our 2025 target (30km over a 4 year period) with the provision of a high-quality cycling.
			1.9km	2.8km	16.3km	↑		
18	Percentage length of A and B roads that require maintenance Reporting Frequency: Annually	14.5%	2019/20	2020/21	2021/22		Oct-21: There has been a slight increase (deterioration) in the KPI for this year for A+B roads but as the survey was carried out in early Spring of this year, this will not include any planned scheme deliveries for this year.  The next survey will be in June 2023 with results reported October 2023.	The investment made and the programme of carriageway treatments undertaken this year should positively impact next years maintenance requirements. With the level of this years expenditure being maintained for 2022/23 it is anticipated that the condition of the A and B network will improve.
			13.6%	14.7%	15.6%	↓		
19	Highway defects repaired within required time scale Reporting Frequency: Quarterly. Reported 1 month in arrears.	96.0%	Sep-21	Dec-21	Mar-22		Mar-22: Overall average for the year was 74%. The target was not met for a number of reasons including weather events, increased workload and staffing levels.	HTP have looked at the resourcing on number of gangs, holding regular meetings with the contractor and are monitoring trackers using the Confirm dashboard. Other activities that may positively influence this measure include Jet Patcher trailing, a pro-active way of dealing with potholes.
			60.5%	74.3%	71.0%	↓		

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Highways and Transport		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
41	Killed and seriously injured casualties per billion vehicle miles  Reporting Frequency: Annually	107	2018/19	2019/20	2020/21		Dec-21: Currently WSCC hold KSI data to 30 Nov 2021; the KSI rate has improved against recent years and a positive end of year out-turn is expected.  This level of KSIs should lead to a reduction of the KSI per billion vehicle miles travelled, the final outcome is dependent on the reported traffic volume, if rates are similar to 2020, the improvement against 2020 will be smaller but if levels are nearer to pre-pandemic levels it could be possible for an end-of-year outturn close to the 2021 target.	Two road safety schemes have been delivered in 2021/22 with a further two due for delivery before the end of the year. A further 4 schemes are currently designed for delivery in 2022/23. Ongoing Road Safety Projects include: • Major Road Network (MRN) Project - TRL have been commissioned to undertake video surveys of the West Sussex MRN to undertake safety assessment and provide a "STAR rating" demonstrating the potential level of harm road users may be subject to on those routes. This will guide potential road safety schemes in the coming years. • Cluster site analysis - we continue to monitor sites with clusters of collisions across West Sussex to help determine future priorities. • Route analysis - we continue to monitor routes with high collisions across West Sussex to help determine future priorities. • School Zig Zags project - In 2022 we intend to partake in a behavioural change project for school zig zags at specific sites (yet to be confirmed) across West Sussex.
			110	121	127	↘	The finalised KSI per billion vehicle miles rate for 2021 data will be published by the DfT at the end of September 2022 after both the KSI and traffic volume data have been collected and validated.  The KSI per billion vehicle miles rates are based on an end of year to December.	

## Finance Summary

### Portfolio In Year Pressures and Mitigations

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

## Significant Financial Issues and Risks Arising

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

### Financial Narrative on the Portfolio's Position

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

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

### **Review of the 2021/22 Financial Year**

4. The English National Concessionary Travel Scheme has underspent by £1.111m against budget, although it should be noted that the outturn is based on revised estimates provided during the final quarter of 2021/22. The final mileages will be confirmed following reconciliation with operators during the first quarter of the 2022/23 financial year.
5. The last two years of Covid-19 restricted travel has seen significant underspending against the concessionary fares budget, which is still set with reference to journey numbers and service mileage seen in pre-pandemic times. Following the Covid-19 related underspending of £1.0m in 2020/21 and £1.1m in 2021/22, there is still some uncertainty as to how numbers will rebound now restrictions have been lifted, but there may be potential to re-invest resources to other bus service priorities.
6. The future of bus provision and the level of support provided will also be intrinsically linked to the Bus Service Improvement Plan. This is provisionally expected to provide the County Council with £5.4m of revenue funding over three years from 2022/23 and service priorities will need to be addressed within this. Any service improvements, such as enhancements to concessionary travel, will need to be brought forward for consideration in conjunction with the development of the plan and the confirmation of the staged funding awards.
7. Income generation across the portfolio has exceeded budgeted assumptions by £0.447m this year. This includes street works charges to utility and telecommunication providers and income from road safety and local transport improvements.
8. The Highway Maintenance budget has overspent by £0.624m, due to a number of pressures. These include increased reactive maintenance works to address defects (potholes), structural maintenance required to ensure statutory obligations are met, additional safety related tree works, and surveying to inform future safety and remedial works
9. The Ash Dieback budget underspent by £0.231m due to difficulties securing the necessary road space to complete the planned felling. In particular, the diversion route required following the closure of the A285 near Seaford College has prevented a significant amount of felling work being completed this financial year.

### **Proposed Carry Forward Requests**

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

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

## Savings Delivery Update

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

Saving Activity	2020/21 Savings £000	March 2022		Narrative	2022/23
On street parking	300	300	R Covid19	Covid related pay and display income loss has continued at a reduced level during 2021/22. Income levels to be monitored in 2022/23 as post pandemic parking behaviour becomes clearer.	A

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
Review highway and transport fees and charges	200	200	B		B
Use of one-off funding to support highways and transport priorities	500	500	B	One year saving in 2021/22 only.	N/A
Reduced level of demand for concessionary bus travel scheme	400	400	B		B
Review the management of graffiti removal	50	50	B		B

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
On street parking	76	76	G	Mitigated in year. Uptake of parking permits in newly extended controlled parking zones is currently below the expected level, due to a combination of behavioural change and the impact of home working. Will be closely monitored in 2022/23.	A
Redesign processes for the delivery of highways schemes	50	50	B		B
Review of agency staff	21	21	B		B

**Savings Key:**

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

## Capital Programme

### Performance Summary - Capital

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

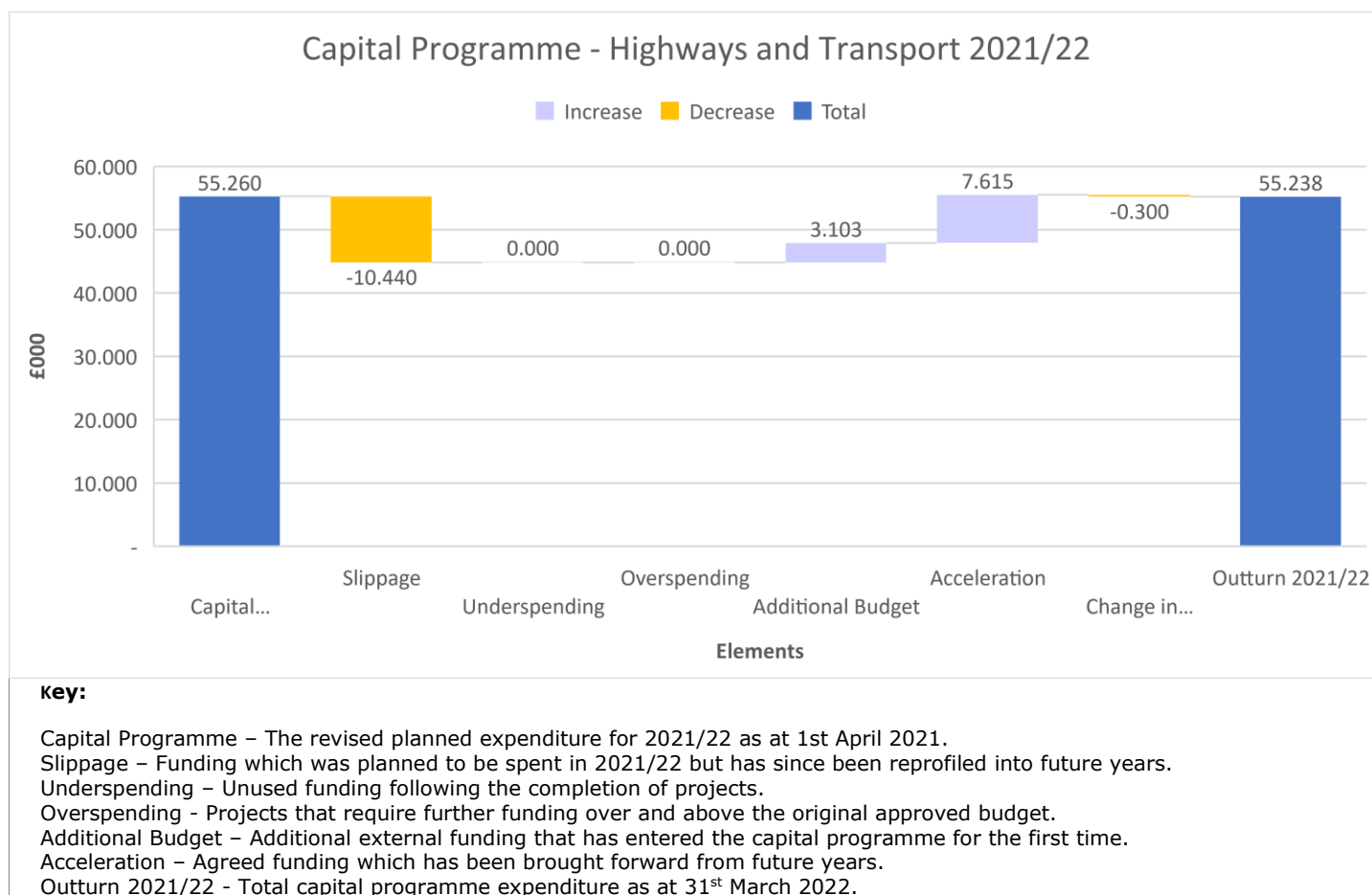
Scheme	RAG Status at 31 <sup>st</sup> March	Reason	Latest RAG Status	Updated Position
A29	RED	Cost pressure.	AMBER	The Project Board has requested an update to business case be undertaken to prepare for consideration of funding options.
A284	AMBER	Awaiting outcome of DfT funding decision.	AMBER	Full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

### Finance Summary - Capital

13. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £54.659m for 2021/22. £0.601m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £55.260m.

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



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

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

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

## Risk

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

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Corporate Risk Register Summary

CR58

Current Score

25

Target Score

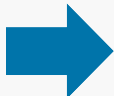
9

Initial Score

25

Risk Change

Unchanged



Risk Description

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

Date Risk Raised

05/09/2018

Risk Owner

Director of Adults and Health

Risk Strategy

Treat

Risk Control/Action

Target Date

Administration of central government funding to provide financial support to the sector.

Ongoing

Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.

Ongoing

Financial analysis of high risk provision - due diligence checks.

Ongoing

In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.

Ongoing

Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).

Ongoing

Regular review of care homes business continuity arrangements to address government vaccination directive.

Ongoing

Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.

Ongoing

CR39a

Current Score

25

Target Score

16

Initial Score

20

Risk Change

Unchanged



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy

Treat

Risk Control/Action

Target Date

Transition to a controlled framework for process and practice.

Ongoing

Regular review, measurement and evaluation of corporate (technological/process) / organisational (behavioural) response to current and emerging cyber threats, where applicable to undertake pertinent actions to mitigate risks identified.

Ongoing

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

Ongoing

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

Ongoing

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

Ongoing

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

Ongoing

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

Ongoing

CR11

Current  
Score

16

Target  
Score

8

Initial  
Score

20

Risk Change  
Increasing



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Human  
Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action

Target Date

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

01/07/2022

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

01/07/2022

Development and regular communication of comprehensive employee value proposition.

01/03/2023

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

Ongoing

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

Ongoing

CR61

Current  
Score

15

Target  
Score

10

Initial  
Score

25

Risk Change  
Unchanged



Risk Description

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

Date Risk Raised

01/06/2019

Risk Owner

Director of Children,  
Young People and Learn...

Risk Strategy

Treat

Risk Control/Action

Target Date

Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention.

Ongoing

Provide proactive improvement support to services to assure effective safeguarding practices.

Ongoing

CR68

Current Score  
15

Target Score  
10

Initial Score  
25

Risk Change  
Unchanged  
➡

Risk Description

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

Date Risk Raised  
01/03/2020

Risk Owner  
Chief Executive

Risk Strategy  
Treat

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

CR69

Current Score  
15

Target Score  
10

Initial Score  
25

Risk Change  
Decreasing  
⬇

Risk Description

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

Date Risk Raised  
01/03/2020

Risk Owner  
Director of Children, Young People and Learning

Risk Strategy  
Treat

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



CR60

Current  
Score

15

Target  
Score

10

Initial  
Score

20

Risk Change  
Unchanged



Risk Description

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

Date Risk Raised

01/04/2019

Risk Owner

Chief Fire Officer

Risk Strategy

Treat

Risk Control/Action

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

Target Date

Ongoing

CR72

Current  
Score

12

Target  
Score

8

Initial  
Score

20

Risk Change  
Decreasing



Risk Description

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

Date Risk Raised

01/08/2021

Risk Owner

Director of Children, Young  
People and Learning

Risk Strategy

Treat

Risk Control/Action

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

Target Date

01/09/2022

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


Ongoing

CR22

Current  
Score  
**12**

Target  
Score  
**12**

Initial  
Score  
**16**

Risk Change  
**Unchanged**  


Risk Description

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

Date Risk Raised  
**01/03/2017**

Risk Owner  
**Director of Finance & Support Services**

Risk Strategy  
**Tolerate**


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

CR70

Current  
Score  
**12**

Target  
Score  
**12**

Initial  
Score  
**12**

Risk Change  
**Unchanged**  


Risk Description

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

Date Risk Raised  
**01/08/2020**

Risk Owner  
**Chief Executive**

Risk Strategy  
**Tolerate**

Risk Control/Action	Target Date
Continue to monitor service resource impact.	Ongoing
Provision of support to services when required.	Ongoing

CR73

Current  
Score

12

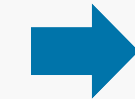
Target  
Score

8

Initial  
Score

12

Risk Change  
Unchanged



Risk Description

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

Date Risk Raised

01/01/2022

Risk Owner

Director for Place  
Services

Risk Strategy

Treat

Risk Control/Action

Target Date

Align pipeline of projects for existing and future funding opportunities

Ongoing

Built into county-wide Business Planning and budgeting process

Ongoing

Clear prioritisation of CC Strategy delivery within Our Council Plan

Ongoing

Existing estate & infrastructure made climate change resilient & future developments designed to be as low carbon & climate change resilient

Ongoing

Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery

Ongoing

SMART programme of actions based on clear definitions and metrics

Ongoing

CR39b

Current  
Score

9

Target  
Score

9

Initial  
Score

20

Risk Change  
Unchanged



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Law &  
Assurance

Risk Strategy

Tolerate

Risk Control/Action

Target Date

Adopt ISO27001 (Information Security Management) aligned process & practices.

Ongoing

Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.

Ongoing

Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.

Ongoing

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

Ongoing

Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.

Ongoing

Test the effectiveness of DPIA

Ongoing

Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.

Ongoing




CR50

Current  
Score  
**9**

Target  
Score  
**6**

Initial  
Score  
**20**

Risk Change  
**Unchanged**  


Risk Description

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

Date Risk Raised  
**01/03/2017**

Risk Owner  
**Director of Human  
Resources & Org Dev**

Risk Strategy  
**Treat**


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

CR7

Current  
Score  
**8**

Target  
Score  
**4**

Initial  
Score  
**16**

Risk Change  
**Unchanged**  


Risk Description

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

Date Risk Raised  
**01/03/2017**

Risk Owner  
**Director of Law &  
Assurance**

Risk Strategy  
**Treat**

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

CR65

Current  
Score

6

Target  
Score

6

Initial  
Score

20

Risk Change  
Unchanged



Risk Control/Action

Target Date

Risk Description

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

Date Risk Raised

01/12/2019

Risk Owner

Chief Executive

Risk Strategy

Tolerate




## 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					✓

<b>KEY:</b>
Specific Committee Responsibility
To Be Included In Committee Papers