

Public Document Pack

Becky Shaw
Chief Executive

If calling please ask for:

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

www.westsussex.gov.uk

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



12 June 2023

Cabinet

A meeting of the Cabinet will be held at **10.30 am** on **Tuesday, 20 June 2023** at **County Hall, Chichester, PO19 1RQ.**

Becky Shaw
Chief Executive

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

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

Agenda

- 10.30 am 1. **Declarations of Interest**
- Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
- 10.35 am 2. **Minutes** (Pages 5 - 10)
- Cabinet Members are asked to agree the minutes of the meeting held on 14 March (cream paper).
- 10.40 am 3. **Urgent Matters**
- Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances.

- 10.45 am 4. **Performance and Resources Report - Quarter 4 2022/23 (CAB01_23/24)** (Pages 11 - 192)
- Report by the Chief Executive and Director of Finance and Support Services.
- Each of the Scrutiny Committee Chairmen will be invited to speak for up to three minutes to provide the views of their Committee on respective parts of the Quarter 4 Performance and Resources Report.
- Each of the main Minority Group Leaders will be invited to speak for up to three minutes on the Quarter 4 Performance and Resources Report.
- The Cabinet will discuss the report prior to taking any decision.
- 11.25 am 5. **West Sussex Fire and Rescue Service Statement of Assurance 2022-23 (CAB02_23/24)** (Pages 193 - 232)
- Report by the Chief Fire Officer.
- The Chairman of the Fire and Rescue Service Scrutiny Committee will be invited to speak for up to three minutes to provide the views of their Committee on the Fire and Rescue Service Statement of Assurance.
- Each of the main Minority Group Leaders will be invited to speak for up to three minutes each on the Fire and Rescue Service Statement of Assurance.
- The Cabinet will discuss the report prior to taking any decision.
- 11.50 am 6. **Review and Appointment to Outside Bodies (CAB03_23/24)** (Pages 233 - 236)
- Report by the Director of Law and Assurance. The Cabinet will discuss the proposal prior to taking any decision to agree the recommendation as set out in the report.
- 12.00 pm 7. **The Sussex Shared Delivery Plan: Improving Lives Together** (Pages 237 - 328)
- The Cabinet are invited to provide their feedback on the Shared Delivery Plan ahead of it being considered by the Sussex Health and Care Assembly on 5 July 2023.
- 12.25 pm 8. **Emerging Issues**
- Cabinet Members are invited to provide any verbal updates on current significant issues for their respective portfolios which may benefit from discussion.

12.35 pm 9. **Date of Next Meeting**

The next meeting of the Cabinet will be held on 25 July 2023.

To all members of the Cabinet

Webcasting

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

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

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Cabinet

14 March 2023 – At a meeting of the Cabinet held at 10.30 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Marshall (Chairman)

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

Apologies were received from Cllr Russell

Also in attendance: Cllr Boram, Cllr Linehan, Cllr Montyn and Cllr Wall (virtual)

Part I

28. Declarations of Interest

28.1 No declarations of interest were made.

29. Minutes

29.1 A request was made for the amendment of minute 24.7 from the meeting on 31 January to read 'Cllr Amanda Jupp described the budget as positive with the increased investment in the portfolio to meet demand from population increases and people with complex care needs. Government funding from the delayed Adult Social Care reforms will be used to mitigate pressures as well as continue preparation for the reforms.'

30.1 Resolved – that, subject to the inclusion of the above amendment, the minutes of the meeting held on 31 January 2023 are approved as a correct record and that they be signed by the Chairman.

30. Performance and Resources Report - Quarter 3 2022/23 (CAB07_22/23)

30.1 Cabinet considered a report by the Chief Executive and Director of Finance and Support Services. The report was introduced by Cllr Jeremy Hunt, Cabinet Member for Finance and Property who outlined a slight increase in performance since Quarter 2 and the continuing pressures, particularly those in the social care areas. The Cabinet Member outlined key achievements this year across the portfolios and the investment in capital projects to support the infrastructure in the county. The Director of Finance and Support Services advised work is ongoing where savings are showing as amber rated to understand whether these are on track to achieve or not. The position at end of year is forecast to be balanced and whilst current and emerging pressures will continue into 2023/24, these will continue to be carefully monitored.

30.2 Cllr Kevin Boram, Chairman of the Fire and Rescue Service Scrutiny Committee congratulated the service on their performance

for the Quarter with all Key Performance Indicators (KPIs) forecast as green by the year-end. The availability of retained firefighters remains a concern for the Committee which it will continue to monitor. Cllr Boram suggested KPIs for 2023/24 are reviewed to ensure a drive of improved performance in the service and in the delivery of the Community Risk Management Plan (CRMP). Concerns around culture hope to be resolved although these measures may take some time to show results. The Committee noted that cost pressures within the service could impact the deliverability of some measures in the CRMP.

30.3 Cllr Garry Wall, Chairman of the Health and Adult Social Care Scrutiny Committee advised the Committee recognised the minimal changes from Quarter 2 to Quarter 3 but that the current environment remains challenging. The Committee noted the number of registered carers and welcomed the increase in paid employment of adults with learning difficulties. The accuracy and collection of data relating to KPIs was raised. Workforce issues remain challenging and the recruitment, retention and wage pressures on the care sector were noted by the Committee. Delivery of savings continues to be demanding and the recent budget decisions are supported. The Committee is concerned that the public health grant remains unconfirmed and the corporate risks 58 and 74 were noted.

30.4 Cllr Paul Linehan, Chairman of the Children and Young People's Services Scrutiny Committee advised the Committee discussed the percentage rise in re-referrals to Children's Social Care between Quarter 2 and Quarter 3, noted the complexity of reporting and received assurance. The Committee noted the reduction in staff vacancy gap meaning that families will have shorter waiting times to access a social worker. Demand and impact on resources in relation Unaccompanied Asylum Seeking Children (UASC) were discussed and placement costs pressures were a concern. The Committee is confident in progress being made across the Children and Young People Service improvement journey. The Committee were reassured plans are in place to reduce the attainment gap at Key Stage 2 (KS2) and noted the continued Dedicated Schools Grant (DSG) pressure. The Committee welcomed the future data on statutory data for Education and Health Care Plans (EHCPs) and the milestones to monitor performance.

30.5 Cllr Pieter Montyn, Chairman of the Performance and Finance Scrutiny Committee advised the Committee welcomed the report. Some specific issues in relation to highways were raised including delays and issues with the A27 and requested that the Leader lobbies National Highways regarding the needs of the community. The Committee requested more information about the Capital Programme in the PRR. Presentation of the workforce information was noted as helpful however the Committee felt financial implications of staff sickness and absence would be useful to see in the report.

30.6 The following points were made by Cabinet Members in discussion:

- Cllr Steve Waight, Cabinet Member for Support Services and the Economy outlined the good progress of either completed or on track savings delivery in his portfolio, and use of the Covid-19 grant to offset legal costs for child protection cases. Changes to statutory complaints services has added an additional £130,000 cost on the portfolio. Attendance at member learning and development declined in Quarter 3. There are early signs that recruitment and retention of staff is improving. The digital and IT strategy is in final stages of development.
- Cllr Bob Lanzer, Cabinet Member for Public Health and Wellbeing advised of a recent public health member development day, a positive and far-reaching Stoptober campaign and that vaccinations remain important and available. The Sussex Integrated Care Strategy represents an opportunity for further improved partnerships and data sharing. KPIs in the portfolio have in areas shown declines and there is an underspend of the current Public Health Grant mainly arising from the pandemic. The Public Health Grant for 2023/24 remains unknown. Work will be done to further enhance promotion of the flu vaccine next winter.
- Cllr Amanda Jupp, Cabinet Member for Adults Services described little change from Quarter 2 with ongoing pressures with workforce and demand and complexity of the service. The service continues to provide support to those requiring critical care and ensuring vulnerable people are kept safe and well. Plans for additional resources to manage KPIs relating to assessments and support plans and reviews of services users and carers in better timeframes are in place. The service saw a disappointing increase in domestic and sexual abuse during the World Cup. Adults with a learning disability in paid employment has increased by 3% and the service is working with the market. With Carers Support West Sussex, support, advice and information to the rising number of identified family and friend carers is being provided.
- Cllr Duncan Crow, Cabinet Member for Community Support Fire and Rescue advised the Fire and Rescue Service improvement plan closed during this Quarter and progress will now be managed through an assurance framework and the CRMP. Working practices with neighbouring services are being aligned and non-attendance to automatic fire alarms at certain premises is showing a reduction in false alarms. 10 new wholetime Firefighters have joined the service. The Cabinet Member was pleased to report there had been no fire injuries in West Sussex in this Quarter. Seasonal uplift payments for hosts in the Homes for Ukraine scheme have commenced. The Household Support Fund (HSF) continues to help people in need and the Community Hub and libraries remain busy offering support and advice. Performance measures in the portfolio are forecast to be green by the year-end. The new Horsham Fire Training and Station will become operational in the Summer.

- Cllr Nigel Jupp, Cabinet Member for Learning and Skills outlined that 93% of children attend Good or Outstanding schools. A High Needs Recovery Plan is in place which will increase the proportion of assessments for EHCPs. There are some staffing challenges including Education Psychologists. Where KPIs are reported as red action is being taken by the service to improve these, including support for schools to improve expected standards and the attainment gap at KS2 where the pandemic interrupted classroom learning. Savings in the portfolio are delivered or on track with one red due to a change in policy regarding the School Traded Offer.
- Cllr Joy Dennis, Cabinet Member for Highways and Transport advised the service was working with bus operators to increase uptake of the concessionary fare. The Council had made a successful bid for funding for the Bus Service Improvement Plan. Energy costs for street and traffic lights is causing an overspend in the service. The performance measure relating to A and B roads requiring maintenance currently red rated is hoped to improve at the end of this financial year. Repairs to highway defects had improved significantly over the year however the high level of rainfall in November has moved the forecast to amber. Killed and seriously injured casualties has shown improvement. There has been some slippage with capital schemes due to a number of circumstances but these are being mitigated through the acceleration of others. The Cabinet Member noted increasing unpleasant behaviour towards staff and contractors and the impact on them.
- Cllr Deborah Urquhart, Cabinet Member for Environment and Climate Change and Deputy Leader advised the portfolio is performing well with emission reductions on track and one amber indicator relating to the stockpiling of wood, an international problem, but which should be cleared by the end of March. Work is progressing well on the Halewick Lane Battery Storage project and a local energy company has launched on a business park in Crawley which is attracting interest and is good news. Information on policy for waste collection and disposal is awaited from Government. Inflation costs have been offset by increased income from solar farms and the Council received a repayment from a waste recycling contract settlement.
- Cllr Paul Marshall, Leader of the Council outlined a funding award from the Department of Culture, Media and Sport to deliver the Create Growth programme supporting businesses with high growth potential in the creative industries. Work with businesses to adopt digital technology with gigabit capable connectivity to achieve their goals is on track to meet and exceed a Government target by 2025. Investment in public realm works are progressive. The Leader outlined the broader contextual challenges of inflation costs, Covid-19 recovery and population growth in West Sussex. He described the Council Plan as a driving force for determining and delivering priorities notably keeping people safe from vulnerable situations. The renewal of the HSF, Free School

Meals, work with foodbanks and the work of the community hub supports those facing challenges by the circumstances of cost of living pressures. He also outlined the campaigns and initiatives supporting a sustainable and prosperous economy. The Leader was pleased to see the climate agenda underpinning key work and discussed plans to decarbonise schools and operational buildings to achieve carbon reduction aims.

30.7 Cllr Hunt noted the KPIs in the Finance and Property portfolio and explained the difficulty in quantifying aggregated unit costs for services and that work is underway to address this. He advised that water neutrality challenges are causing a hold up of some capital programme projects but also outlined some underspending in other areas which has been returned to Capital Improvements. The Cabinet Member thanked his colleagues and staff, highlighted the continued financial management and increased frontline funding possible due to savings made in previous years, providing excellent services for residents.

30.8 Resolved – that Cabinet:

1. Note the information contained in the Q3 Performance and Resources Report in Annex B, and
2. Agree the allocation of £4.409m from the contingency budget to service portfolio budgets to fund the nationally agreed £1,925 pay award for NJC, HAY, SMG and Public Health staff from April 2022.

31. Emerging Issues

31.1 Cllr Nigel Jupp updated Cabinet that a bid to central Government for a new specialist provision free school in West Sussex has been successful. He explained this is an important milestone for the county and that the school will provide much needed additional capacity for children with special educational needs and disabilities.

32. Date of Next Meeting

32.1 The next meeting of Cabinet will be held on 26 April 2023.

The meeting ended at 11.49 am

Chairman

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Key decision: Yes
Unrestricted
Ref: CAB01 23/24

Report to Cabinet

20th June 2023

Performance and Resources Report – Q4 2022/23

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

Electoral division(s): All

Summary

The Q4 Performance and Resources Report (PRR) provides an overview of performance across the County Council for the fourth quarter of 2022/23. The report in **Annex B** brings together an overall summary in the first part of the Annex followed by more detailed updated by individual Cabinet Portfolio and provides information on performance, finance, workforce and risk management. These are all reported on an outturn basis and describes how the County Council is delivering its four priorities and overarching theme of tackling climate change as set out in Our Council Plan.

The PRR has been reviewed by all Scrutiny Committees as the main source of the County Council's performance information. **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 that has been presented to the different scrutiny committees.

Our **performance** is measured against Our Council Plan. There are 52 measures, of which, 46 have year-end results available and full details are set out within the individual portfolio sections (Sections 1 to 10). The remaining six measures will not have updates until later in 2023, therefore their RAG status relates to the latest results available. Of those 46 measures with 2022/23 results:

- 63% (29 of 46) - met or exceeded their target (Green),
- 15% (7 of 46) – close to meeting their target (Amber),
- 22% (10 of 46) – did not meet their target (Red).

Of the six KPI measures that do not have data updates for this year, two are forecast to meet their target (Green) and four will be close to their target (Amber).

Our **key performance indicators** are regularly reviewed to ensure the targets and measures set within Our Council Plan are robust and fit for purpose. Following this review, it is proposed that three targets are revised to reflect the new outturn baseline data set. It is requested that Cabinet agree the updated measures which will take effect from 1st April 2023. Details of these proposed changes are reported in **Annex C**.

The overall **provisional revenue outturn position** for 2022/23 is a balanced budget consisting of:

- £10.541m overspend within Portfolio Budgets
- £0.665m additional income from business rates and included within Sources of Financing
- £4.947m of additional investment income and included within Non-Portfolio Budgets
- £4.747m of remaining General Contingency (within Non-Portfolio); and
- £0.182m draw down from the Inflation Contingency Reserve.

The **Dedicated Schools Grant (DSG)** position remains a key concern for the County Council with an overspend of £16.873m in 2022/23, increasing the reserve deficit balance to £41.855m as at 31 March 2023.

The **Capital Programme** full year spend for 2022/23 was £124.7m across all portfolios with the majority of spend on our highways and transport, education and fire and rescue services.

The **12 Workforce Key Performance Indicators** concluded the year with nine measures rated 'Green', one 'Amber' and one 'Red'. There is one KPI measure which was unavailable this quarter.

Recommendations

Cabinet are requested to: -

- (1) Consider the information contained in the Q4 Performance and Resources Report in Annex B.
- (2) Consider any specific areas for action following Scrutiny Committee feedback.
- (3) Agree to the following transactions to cover the £10.541m Portfolio overspend position:
 - a. Utilise the remaining £4.747m Contingency Budget.
 - b. Utilise the £0.665m Sources of Financing additional income.
 - c. Utilise the £4.947m additional income within Non-Portfolio budgets.
 - d. Utilise £0.182m from the Inflation Contingency Reserve.
- (4) Agree the proposed changes to the Key Performance Indicator measures detailed in Annex C.

Proposal

1 Background and context

- 1.1 The attached Performance and Resources Report (PRR) provides an overview of performance across West Sussex County Council during the fourth quarter of

2022/23; bringing together information on performance, finance, workforce and risk management, all of which are reported on an outturn basis.

- 1.2 The County Council is focused on **delivering the four priorities** as set out in Our Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources. These are all underpinned by tackling climate change.
- 1.3 We have 52 KPI **Performance measures**, of which, 46 have year-end results available. The remaining six measures will not have updates until later in 2023, therefore their RAG status relates to the latest results available. Of the 46 measures with 2022/23 results, 29 measures met or exceeded their target, 7 measures were close to meeting their target and 10 measures did not meet their target. Of the six measures that do not have data updates for this year, we forecast two of them will meet their target and four will be close to their target.
- 1.4 A review of the Council Plan, agreed by County Council in February 2023 led to a number of KPI targets being revised based on the data available at the time of the review; however, for some KPIs, it is now appropriate to revise the targets against new baseline data from the latest year end information. As a result, three indicator targets are proposed for amendment from April 2023 relating to the percentage of adults with a learning disability living in settled accommodation, square metres of operational property that are in use, and smoking prevalence in adults to achieve Smoke-free 2030 prevalence of 5% or below. Further details of the proposed baseline changes are set out in **Annex C**.
- 1.5 During the fourth quarter of the year, the council has continued to respond to on-going challenges which have impacted the operations and priorities of the council; with the County Council supporting the fallout of the on-going war in Ukraine, the cost-of-living pressures, complexity of need of those requiring support, supporting the challenges facing health and national recruitment issues all impacting how we deliver services for our residents.
- 1.6 The **provisional revenue outturn position** for 2022/23 is net spend of £654.643m, an overall net overspend of £0.182m before the draw down from the Inflation Contingency Reserve. This position incorporates an overspend of £10.541m on portfolio budgets but largely offset by additional income in non-portfolio budgets and use of £4.747m of General Contingency.
- 1.7 **Key financial issues** arising across services are in line with that reported through the year and include:
 - Increasing inflation price rises on energy, goods and services,
 - Uncertainty in the growing demand and complexity of need in adults and children's,
 - Increases in the cost of adult lifelong services provision,
 - The high use of external placements for children,
 - The cost of children in need of secure or specialist placements,
 - The rising numbers of children requiring high needs education,

Agenda Item 4

- The non-delivery and delays in achieving savings,
- Recruitment and retention issues within the workforce.

- 1.8 The 2022/23 **savings** target across all portfolios was £11.0m. In addition to these planned savings, there remained £12.4m of 2020/21 and 2021/22 savings which were not delivered on an on-going basis; largely due to the Covid-19 pandemic. Therefore, the overall savings to be achieved in 2022/23 totalled £23.4m.
- 1.9 Of the total £23.4m savings, £13.3m (57%) was achieved as originally envisaged or have been delivered by other means or mitigated within the service; with £10.1m (43%) of savings undelivered this year. These unachieved savings are reflected within the outturn position and are expected to be delivered in full in 2023/24.
- 1.10 The **Dedicated Schools Grant (DSG)** overspent by £16.873m in 2022/23. Increasing costs and volumes of independent and specialist placements within the High Needs Block has largely led to this position. This overspend has been added to the DSG Unusable Reserve balance which now stands at a £41.855m deficit at 31 March 2023.
- 1.11 The **Capital Programme**; as approved by County Council in February 2022, agreed a Capital programme totalling £120.3m for 2022/23. The Performance and Resources Report at Outturn 2021/22 agreed £7.3m of this programme, originally profiled to spend in 2022/23, be accelerated into 2021/22, revising the capital programme for 2022/23 down to £113.0m. Since this time, spend has increased overall by £11.7m, to give a full year spend for 2022/23 of £124.7m across all portfolios but with the majority of spend on our highways and transport, education and fire and rescue services.
- 1.12 In relation to the **Corporate Risk Register**, although there were no overall changes to the scores during the period 1st January – 31st March 2023, a number of updates have arisen since this time which have been included within the Corporate Risk Register Summary.
- 1.13 These updates include a number of changes to the Children's Services risk scores which have since reduced in severity due to the positive recent Ofsted results and the impact this outcome has had on crucial areas within the service. Also, a review of the overarching Climate Change risk has led to two new separate risks being adopted; one monitoring mitigation and the other adaptation to climate change. These updates are included within the Corporate Risk Register Summary reported in **Appendix 4**.
- 1.14 Of the 12 **Workforce Key Performance Indicators**, nine are rated 'Green', one is rated as 'Amber', one is rated as 'Red' and there is one KPI measure which is unavailable this quarter. The 'Red' measure relates to the number of new apprentice starters since the April 2022 (excluding schools); with only 85 new starters in 2022/23 compared to the set target of 113.
- 1.15 The 'Amber' measure related to the level of sickness absence – the rolling 12-month average number of calendar days lost due to sickness absence per FTE, with 15.9 calendar days being the average in the fourth quarter when compared to the target 15 days. The two services reporting the highest sickness levels this quarter were Adult Services with 22.1 days and Children Services with 18.5 days.

2 Proposal details

2.1 It is proposed that Cabinet agree to the following transactions to fund the £10.541m in-year revenue Portfolio overspend:

- Use of the remaining £4.747m Contingency Budget,
- Use of the £0.665m additional business rates income within Sources of Financing,
- Use of the £4.947m additional investment income within Non-Portfolio budgets, and
- Drawdown £0.182m from the Inflation Contingency Reserve.

2.2 In addition, following a review of the Key Performance Indicators (KPIs) within the Council Plan, it is proposed that Cabinet agree the KPI amendments detailed in **Annex C** from 1st April 2023.

3 Other options considered (and reasons for not proposing)

3.1 A decision could be made not to utilise the in-year available corporate balances to offset the majority of the Portfolio overspend position. However, this would lead to a required drawdown from reserves; which in-turn, would become a circular transaction as the unspent Sources of Finance and Non-Portfolio funds would need to be transferred into reserves.

3.2 The current proposal is also in-line with the reported plan through the year which has seen the quarterly reports detail the assumed use of in-year income and budget before the use of reserves. The draw down requirement from the Inflation Contingency Reserve has also been expected and reported in-year. A different reserve could be drawn; however, the Inflation Contingency Reserve was created to help fund the inflation pressures in 2022/23.

3.3 With regards to the proposed three Key Performance Indicators (KPIs) baseline measure updates, the original KPI measures could continue as agreed; however, some of the measures would benefit from some small adjustments to enable clearer reporting. It seems appropriate to take the opportunity to review the measures and refresh specific indicators where required.

4 Consultation, engagement and advice

4.1 The Executive Leadership Team and Cabinet Members have considered the Performance and Resources Report and the proposed updates to the Key Performance Indicators.

4.2 All scrutiny committees have reviewed their specific sections of the Performance and Resources Report quarterly, with the Performance and Finance Scrutiny Committee having an overview of the whole document. Committees have had the opportunity to make recommendations to the relevant Cabinet Member and/or refer issues to other scrutiny committees as appropriate.

5 Finance

- 5.1 The financial implications are as set out in the Performance and Resources Report.

6 Risk implications and mitigations

- 6.1 A summary of the Corporate Risk Register is included within the Performance and Resources Report, reflecting the key risks facing the council and the planned action to mitigate the risks where possible.

7 Policy alignment and compliance

- 7.1 Reporting on the council's performance and activities through the Performance and Resources Report to Cabinet is part of the governance of the council, ensuring transparency in its reporting arrangements and enabling scrutiny by members and the public.

Becky Shaw

Chief Executive

Taryn Eves

**Director of Finance and
Support Services**

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

Appendices

Annex A – How to Read the Performance and Resources Report

Annex B – Performance and Resources Report – Q4 2022/23

Annex C – Key Performance Indicator Measures

Background papers


None

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:

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

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

- Updates of the performance KPIs agreed in Our Council Plan and the action taking place, including Climate Change  performance measures.
- The KPI measures compare the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period. Details include:
 - The last three periods include a RAG status to show how the measure is performing.
 - Black arrows on the KPI measures represent the direction of travel compared to the previous quarter.
- Overview of the revenue financial position, risks and issues and savings update.
- Overview of the capital financial position and latest capital performance.
- Details of the corporate risks which have a direct impact on the specific portfolio.

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

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

Scrutiny Committee Documents

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

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

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

PRR Matrix – Documents for Scrutiny Committees

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

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers

Performance and Resources Report – March 2023

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

Introduction

1. This report provides an overview of the performance across West Sussex County Council for the fourth quarter of 2023/24 (January - March). It brings together information on performance, finance, workforce and risk management, all of which are reported on an outturn basis and describes how the County Council is delivering on Our Council Plan. The Council Plan sets out four priorities:
 - Keeping people safe from vulnerable situations,
 - A sustainable and prosperous economy,
 - Helping people and communities fulfil their potential, and
 - Making the best use of resources.
2. These priorities are all underpinned by a cross-cutting theme of tackling climate change.

National Context

3. On 15th March 2023, the Chancellor of the Exchequer presented his 2023 Spring Budget to Parliament. The statement focused on boosting growth and business investment and encouraging those who have left the workforce to return.
4. The Chancellor also announced that the Office for Budget Responsibilities (OBR) has confirmed that the UK will not enter a technical recession this year and that inflation is expected to more than halve and forecast to reduce to 2.9% by the end of 2023. Other key announcements for local government and residents included:
 - **Highways and Infrastructure.** In 2023/24, the government will invest a further £200m in maintaining and improving local roads. This funding will enable local authorities in England to fix more potholes, complete resurfacing works and invest in major repairs and renewals. The County Council has been allocated just over £3m of this funding which will be added to the Capital Programme.
 - **Local Enterprise Partnerships (LEPs).** The budget statement confirmed the Government's commitment to empowering democratically elected local leaders at every opportunity, with an announcement that the government intends for the functions of Local Enterprise Partnerships (LEPs) to be delivered by local government in the future. A consultation will now take place on these proposals, with an updated policy position to be announced by the summer 2023.

- **New Devolution Deals.** The government will seek to negotiate a new wave of devolution deals over the coming year which will include local investment funding for areas that are committed to a mayor or directly elected leader.
- **Trailblazer Devolution Deals and Single Settlements.** The government has agreed, subject to ratification, trailblazer devolution deals with the West Midlands Combined Authority and the Greater Manchester Combined Authority. These deals equip the authorities with new levers over local transport, employment, housing, innovation and Net Zero priorities and, for the first time outside of London, local leaders will be able to set the strategic direction over the Affordable Housing Programme in their areas. There was a long-term commitment to local authorities retaining 100% of their business rates and a commitment to provide a single multi-year funding settlement at the next Spending Review. The government's ambition is to roll this model out to all areas in England over time.
- **Investment Zones.** Twelve new Investment Zones, designed to accelerate research and development in the UK's growth sectors, will have access to interventions worth £80m over five years. They will be in Mayoral Combined Authorities in the West Midlands, Greater Manchester, the North-East, South Yorkshire, West Yorkshire, East Midlands, Teesside, and Liverpool. There will also be at least one in Scotland, Wales and Northern Ireland.
- **Levelling Up.** Confirmation that a third-round of the Levelling Up Fund will proceed as planned later in 2023, with £1bn of funding available to level-up places across the UK.
- **Regeneration Projects.** The Budget also announced over £200m for 16 regeneration projects in England. Investment has been targeted towards the left-behind places in the Levelling Up White Paper or projects that are under £10m to ensure quick delivery.
- **Business Rates Retention.** The Government intends to expand the local retention of business rates to more areas in the next Parliament and will work closely with interested councils to achieve this.
- **Childcare Reform.** The Government will invest £4.1bn by 2027-28 to fund 30 free hours a week in registered childcare for children between nine months and three years for 38 weeks of the year (equivalent to term-time). Eligibility for this entitlement will be in-line with the existing 30 hour offer for three and four-year-olds (i.e., both parents must be working and earning the equivalent of at least 16 hours per week at minimum wage, with parents earning over £100k in adjusted net income ineligible). This will be introduced gradually, with working parents of two-year-olds able to access 15 hours of free childcare per week from April 2024, then extended to nine month to two-year-olds from September 2024, with the full 30 hour offer available from September 2025.

The Government promises to uplift the hourly funding rate paid to childcare providers by providing £204m in 2023/24 and £288m in 2024/25. It is expected this money will be distributed via local authorities through the existing Early Years National Funding Formula (EYNFF). Start-up grants will be provided to encourage new childminders to enter the market and a new pathfinder scheme will be launched to increase the amount of wraparound

childcare provision in schools. Child to staff ratios will change from 1:4 to 1:5 for two-year-olds from September 2023, meaning registered childcare providers will now be able to look after more children in this age group.

- **Supported Internship Programme.** A further £3m will be invested in piloting an extension of the Supported Internships Programme for young people entitled to Special Education Needs support who do not have an Education Health and Care Plan (EHCP). This is in addition to the £18m of current programme funding confirmed in the recent SEND Improvement Plan.
 - **Alternative Provision Specialist Taskforce.** This programme will be extended using money from the Shared Outcomes Fund to improve engagement of vulnerable children with education and reduce serious violence.
 - **Energy Relief.** The Government announced the continuation of the energy price cap, limiting the typical household energy bill to £2,500 per year, for a further three months - until the end of June 2023. In addition, £200m has been announced to bring energy charges for pre-payment meters into line with prices for customers paying by direct debit; this will affect four million households. Funding of £63m has been allocated to help leisure centres with the rising costs associated with swimming pool heating and the investment required to become more energy efficient.
5. Also on 15th March 2023, the Department for Health and Social Care announced the 2023/24 **Public Health Grant** (PHG) allocations for local authorities. Of the £3.529bn funding confirmed, the County Council has been allocated £37.4m; this is an increase of £1.2m when compared to the 2022/23 allocation. The indicative allocation of £37.9m for 2024/25 has also been published and supports with longer term planning of public health services.
6. On the 2nd February 2023, the Department for Education (DfE) published its **Children's Social Care Implementation Strategy**; an ambitious and wide-ranging plan to transform the current care system to focus on more early support for families, reducing the need for crisis response at a later stage. Funding of £200m over the next two years have been announced to support the work required.
7. On 28th March 2023, the Home Office announced changes to the support offered to **Afghan refugees living in temporary accommodation** under the Afghan Citizens' Resettlement Scheme (ACRS) and Afghan Relocations and Assistance Policy (ARAP). The changes are focused on a move away from the use of hotels as temporary bridging accommodation. The Government has announced it will provide £35 million in new funding for councils, with the aim of increasing the level of support available to help overcome barriers to accessing the housing system and employment. The Local Authority Housing Fund will also be extended by £250 million. This fund aims to help councils source homes to house Afghans currently in bridging accommodation.
8. On 4th April 2023, the Government published an update to its 2021 **Adult Social Care** White Paper, *The Next Steps to Put People at the Heart of Care*. The proposals contain new announcements on the adult social care reform programme, including greater use of technology and digitisation. However, funding to support workforce reforms, including training, has been reduced from £500m to £250m.

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9. Last year, the Department for Levelling Up, Housing and Communities (DLUHC) announced in the **Levelling Up White Paper the ambition to set up a new Office for Local Government (OFLOG)**. OFLOG will aim to empower citizens to hold local leaders to account, while supporting local leaders to innovate and drive self-improvement. It will do this by collating and presenting data and analysis about the performance of councils and the outcomes they deliver for local people. The details of OFLOG, and what it will mean for local authorities, is currently being developed.
10. The Bank of England’s Monetary Policy Committee (MPC) sets its monetary policy to meet a 2% inflation target. The Committee has continued to raise interest rates during the quarter, from 3.5% in December to 4.0% in February and 4.25% in March to help curb inflation. The Bank warned that further increases in interest rates may be required as it tries to meet its inflation target and on 11th May 2023, rates increased to 4.5%.
11. The UK’s gross domestic product (GDP) measured by the Office for National Statistics, reports that GDP is estimated to have shown no growth in February 2023 - falls in services and production were offset by growth in construction. This follows growth of 0.4% in January 2023 (revised).
12. The latest figures from the Office for National Statistics (ONS) on the Consumer Price Index (CPI) and Retail Price Index (RPI) shows that the level of inflation has overall remained static during the quarter, but with some early optimism that rates maybe starting to reduce in line with the Office for Budget Responsibility’s (OBR) forecast. The monthly rates are reported in **Table 1** below.

Table 1 – Inflation Table - CPI and RPI Rates

	April 2022	June 2022	Sept 2022	Dec 2022	Jan 2023	Feb 2023	March 2023
Consumer Price Index (CPI)	9.0%	9.4%	10.1%	10.5%	10.1%	10.4%	10.1%
Retail Price Index (RPI)	11.1%	11.8%	12.6%	13.4%	13.4%	13.8%	13.5%

13. Inflation continues to add significant pressure on the County Council’s finances, as well as on residents, businesses and the local economy. Whilst managing these pressures, the County Council continues to focus spend on those areas that contribute to the delivery of the County Council’s priority outcomes as set out in the Council Plan.
14. Global inflationary pressures have continued during the quarter. The ongoing increasing energy prices, which is affecting the cost of general goods and services, is also causing rises in inflation. This is alongside the continuing supply and demand pressures caused by the conflict in Ukraine and continued impact of the Covid-19 pandemic around the world. These global events are contributing to rising cost-of-living pressures which is increasing household expenses for families and the deterioration in the outlook for UK growth.
15. Looking forward, the International Monetary Fund (IMF) recently announced that the UK is set to be one of the worst performing major economies in 2023, expecting the UK economy to shrink by 0.3%. However, the IMF has forecast growth of 1% in 2024.

16. The UK's unemployment rate in February 2023 decreased to 3.6%, a reduction of 0.1% since November. In West Sussex, the unemployment rate in February was 2.6%, below the South East average of 2.8%. Growing recruitment and retention challenges are expected to continue into 2023/24 and may be further exacerbated by wider job market conditions with many organisations unable to recruit into skilled roles. A new way of working post pandemic, cost of living pressures and a tighter job market means that there is significant competition. Unsurprisingly, this is also having an impact on the County Council's ability to recruit and retain staff.

Performance Summary - Our Council Plan

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

Table 2 – Performance by Portfolio/ Priority

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

Key:

Cells highlighted in blue indicate the KPIs which include a **Climate Change (CC)** measure. Overall, there are three Climate Change measures.

18. **Table 3** and **Graph 1** below provides a comparison of the latest RAG status on the 52 measures with the previous reporting period.

Graph 1 – Performance Comparison With Previous Reporting Period

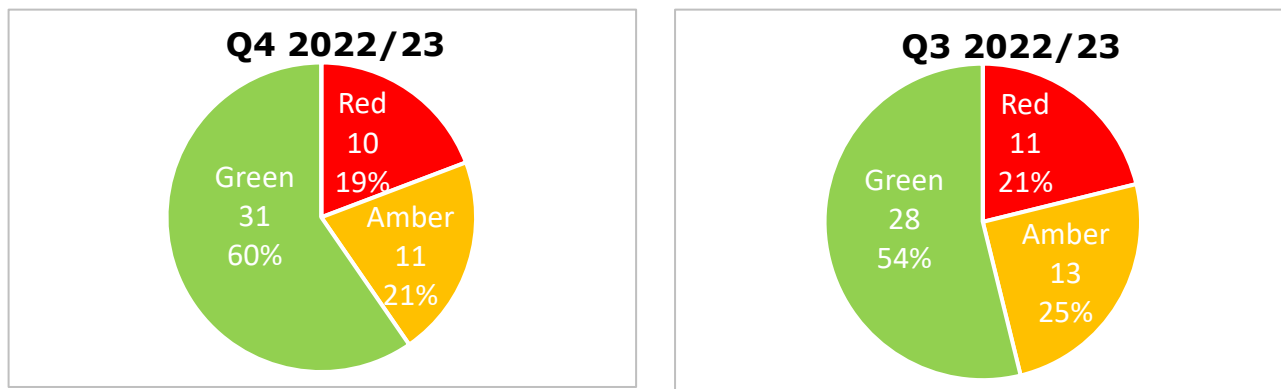
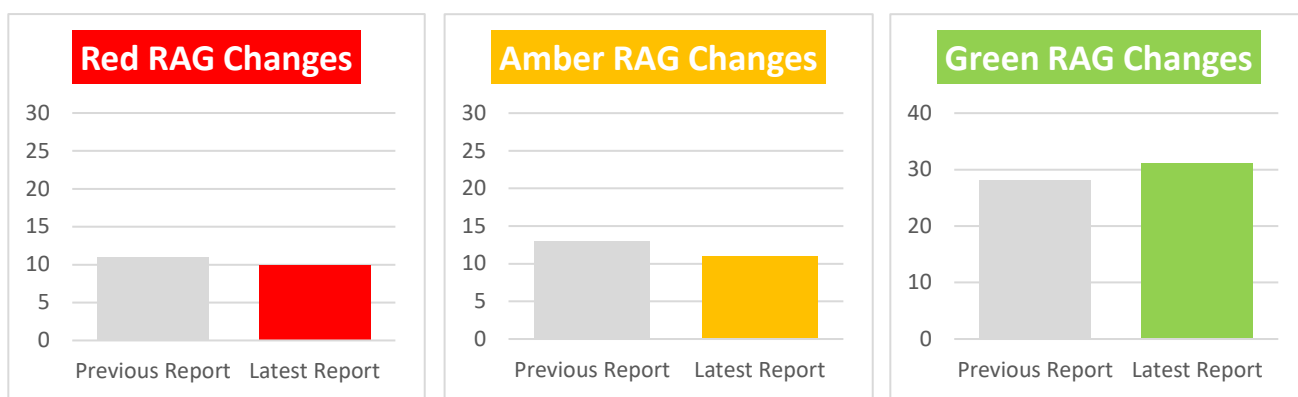


Table 3 – Performance Comparison With Previous Reporting Period



19. There are 52 measures, of which, 46 have year-end results available. The remaining six measures will not have updates until later in 2022, therefore their RAG status relates to the latest results available. The current Q4 position shows the following split:

- 60% (31 of 52) - met target/Green, an increase of three compared to the previous quarter.
- 21% (11 of 52) - close to meeting their target/Amber, a decrease of two measures from the previous quarter.
- 19% (10 of 52) - not met target (Red) – a decrease of one measure from the previous quarter.

The RAG status of those 46 measures with results available in 2022/23 are as follows: -

- 63% (29 of 46) - met or exceeded their target (Green),
- 15% (7 of 46) – close to meeting their target (Amber),
- 22% (10 of 46) – did not meet their target (Red).

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

Performance Summary by Priority

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

Keeping People Safe from Vulnerable Situations

22. The results of the Children's Services March 2023 Ofsted Inspection has been published giving the service an overall rating of 'requires improvement' with 'good' judgements for children in care and leadership and management. The judgements on children needing help and protection and children leaving care are they 'require improvement to be good'. The inspectors praised the County Council for its 'relentless approach to improving practice' and highlighted the 'strong, determined and cohesive leadership team' who have made significant improvements since the last full inspection of Children's Service in 2019 which had judged all areas as inadequate.
23. The Children First Transformation programme continues to provide a strong framework for service improvement and is on track with the implementation of Phase 2 of the Family Safeguarding model and the implementation of the Phase 2 of the Fostering service redesign. Both are key elements to demonstrate the level of improvement in practice and performance, improved outcomes and which was also acknowledged by Ofsted in the recent inspection.
24. In addition, Children Services was fully prepared for the inspection through the monitoring and review of our Practice Improvement Plan which supports activity across all service areas within children's social care and early help. This activity remains closely aligned to the performance reporting and is reported to the independent Improvement Board on a monthly basis. The Improvement Board and Ofsted have acknowledged the level of commitment and work undertaken to maintain a strong trajectory of improvement as outlined within the Children, Young People and Learning Directorate self-evaluation.
25. Levels of high demand and complexity in terms of the type of placement required for some young people has continued during the quarter. The service maintains consistent and appropriate threshold levels through the integrated front door arrangements to ensure timely referral, assessment and allocation of cases. Recruitment remains a high priority and the successful recruitment of 29 qualified social workers from the South Africa programme are now inducted and within the social work teams across the service.
26. During this quarter two children's care homes have been given good or outstanding Ofsted ratings following inspections. Breakwater in Shoreham has achieved an overall rating of 'Good', and Bright Star in Worthing has achieved successive 'Outstanding' ratings, meaning all five of the County Council's children's homes continue to be rated 'Outstanding' or 'Good'.
27. To address social work recruitment challenges, which is being experienced by local authorities across the country, Adults Services commenced Phase 3 of its international recruitment campaign in January. This has been highly successful and

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resulted in 19 offers of employment being made at the end of March, for social work candidates, who will begin to arrive in June 2023.

28. Drafted in partnership with care providers, the County Council has published its 'Market Sustainability Plan' (MSP), which focuses on addressing sustainability issues across care markets and confirms the intention to target resources at areas requiring development such as, complex care, extra care, supported living and enabling people to remain living in the community. Strengthening the care workforce and supporting providers to improve the quality of care is a focus of the MSP, which will build on the existing work the County Council has been involved in partnership with West Sussex Partners in Care (WSPiC), to shape the training offer that is provided to external care providers, as well as to continually advise and influence to achieve care for all.
29. Carers Short Breaks have been commissioned to help deliver strategic priorities to support independence and assist residents to remain in their own home. Over 1,000 family and friend carers were consulted in the development of the current West Sussex Carer Strategy. A key message was that more affordable day respite was needed. As a result, contracts have been awarded for the provision of respite care to commence from April 2023. Services will focus on providing family and friend carers with much needed short breaks. In addition, each provider will signpost and support carers into wider carer services if required e.g., information, advice and assessment.
30. The Community Hub remains available for residents, providing support with cost of living and distributing Household Support Funds. Skilled advisors provide information, advice, guidance, signposting, and practical support, resolving issues where possible, and signposting internal/external services and support when needed. The government has announced further Household Support Fund funding from 1st April 2023 until 31st March 2024; with the County Council allocated £9.7m.

A Sustainable and Prosperous Economy

31. The impact of severe weather continues to be felt on the West Sussex Highway network. The winter weather sustained elevated ground water levels, and with the preceding long hot summer that has resulted in a very high number of safety defects on the network.
32. In addition to the increased workload from the deteriorating road conditions, the County Council has also had to deal with a number of specific emergency road issues; in particular, a road collapse at Wiston bends, an embankment failure at Pulborough on the A29 and a fire that resulted in a long-term road closure in Midhurst. This unusual set of additional challenges has had a marked impact upon the ability of the team to carry out day-to-day activities.
33. The Highway, Transport and Planning Delivery Programme for 2022/23 has been completed. Over 530 schemes were delivered valuing £54.5m. This included schemes on roads and footways including bridges, traffic signals, highway improvements, road safety, public rights of way, drainage improvements and bus stop real time passenger information screens.
34. Construction works on the A259 (Littlehampton) to widen approximately 2km of the existing single carriageway to a dual carriageway are continuing to progress well

with works programmed to complete in April 2024. The shared cycle and footway linking Findon Village and Findon Valley was officially opened.

35. Work to begin implementation of the £17.4m Bus Service Improvement Plan began in earnest following receipt of year 1 funding. There will be a range of schemes such as improved bus lanes and new technology that will help increase passenger numbers and make it easier for people to travel more sustainably and help reduce traffic congestion. Delivery of quicker wins including a new young person's fares discount are expected from September onwards.
36. West Sussex County Council is also working with the county's district and borough councils to make new funding available to support testing and installation of a bespoke wireless alternative to fibre broadband. The solution will enable businesses with the slowest broadband speeds to receive a boosted 4G signal directly to their property to power internal broadband.
37. Digital Futures West Sussex is live across the county, jointly funded by the County Council and the district and borough councils. The programme aims to support businesses with higher level digital skills gaps, increase the number of West Sussex residents in digital jobs, and raise aspiration and tell a new story about digital opportunity in West Sussex. More than 20 events are being held across the county in 2023 including Information Hubs providing a taster of what is on offer, and Roadshows to support recruitment drives and allow jobseekers to find out more. The event programme launched at the end of January at Crawley Library Business and IP Centre. Information is available on the [Digital Futures West Sussex](#) website.

Helping People and Communities Fulfil Their Potential

38. Work continues to ensure that all children are able to access Good or Outstanding provision in schools through tackling weaknesses and support to schools to improve. This has led to over 94% of West Sussex children and young people attending Good or Outstanding provision which is the highest seen in West Sussex over a long period and an increase on last quarter's figures.
39. A key focus of activity is on implementation of the new Education and Learning Strategy which continues to have SEND and Inclusion at the core. This involves continuing to ensure that the County has sufficient high-quality provision to meet children's needs in mainstream schools and also creating additional specialist provision to meet increasing demand. It also focuses action on reducing the time taken to complete Education, Health and Care Plans (EHCPs) and move in line with the target of the twenty-week deadline. Work is being undertaken to manage this process, improve the timelines and also to signpost schools to the range of support available. Early years providers and parents are being introduced to ordinarily available inclusive practice where needs of children can be met without the need for an EHCP.
40. Across West Sussex, 18% of all school-age children currently receive some kind of SEND support, which is higher than the national average of 12.6%. To allow all pupils to fulfil their potential West Sussex County Council is creating the new facilities in Burgess Hill for 100 children with special educational needs and disabilities. The new college at Woodlands Mead is now just six months away from full completion. Additionally, the council have been successful in a bid for a new school to provide 130 full-time places for children with special educational needs

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and disabilities (SEND) who are on the autism spectrum and social emotional and mental health needs. It will be an all-through school for both boys and girls aged from 4 to 18 years.

41. West Sussex County Council has also been working together with primary schools in the Worthing area to address the declining pupil numbers and unfilled places. A consultation with the community highlighted support for the options to amalgamate Chesswood Junior and Lyndhurst Infants into one 'all-through' primary school on the Chesswood site.
42. This quarter saw the launch of the new library website platform which is linked to the customer catalogue and account management functionality. The new platform improves use of video and animation content and will allow Librarians to curate information for customers in a more holistic manner, bringing together booklists to promote library stock with eLibrary content and other online resources.
43. Libraries received 515,235 customer visits this quarter: an increase of 7% on last quarter, and 33% on Q4 last year. Libraries offered Essential Toiletries packs for residents experiencing cost of living pressures through this quarter, resourced through the Household Support Fund. A total of 4,000 free packs were distributed via all 36 libraries and packs included items such as soap, shampoo and toothpaste. From April libraries will offer Period Packs containing essential toiletries items for residents in need of this support.
44. West Sussex County Council teams continue to work together to respond to the needs of Ukrainians entering the UK under the Homes for Ukraine scheme and their hosts. Demand for support remains high from both guests and hosts in relation to accommodation needs, finances, education, transport, and English lessons.

Making the Best Use of Resources

45. This quarter the annual budget proposals were discussed and approved at full council. The council has provided a balanced budget without use of reserves and kept the council tax increases below the rate of inflation. Council spend of £1.86 billion for 2023-24 will deliver day-to-day services to a population of 882,676 residents and 37,400 businesses across the county and will also fund an additional £4.5m for highways and roads impacted by the recent severe weather.
46. On 1st April 2023, 20 Coroners Officers transferred from Sussex Police to the Local Authority. This move is pan-Sussex and a collaboration with East Sussex and Brighton and Hove, with West Sussex being the lead Council employing the newly transferred staff. The focus for 2023/24 will include service improvements across Sussex with new colleagues integrating into existing structures and maximise opportunities for operational efficiencies to enhance the delivery model.

Responding to the Challenges Posed by Climate Change

47. Annual carbon emissions for 2022/23 totaled 27,442 tonnes, amounting to a 19% decrease against the 2019/20 baseline. Reductions were mainly from reduced electricity and heat demand.

48. The County Council secured £2.36m in grant funding from the Public Sector Decarbonisation Scheme to support works across 21 corporate sites that represent many of our largest-emitting assets. Work will include improved heating controls, insulation improvements, window replacements and upgrades and the installation of air source heat pumps and solar PV systems. As a result of the planned works at these 21 sites, gas reliance could be reduced by 95% and carbon emissions reduced by 398 tonnes CO₂e per annum.
49. Heat Decarbonisation Plans (HDPs) for 37 schools and three corporate sites were completed in March. These grant HDPs cover some of the highest carbon emitting schools in our estate and have identified potential for over 1,000 tonnes of carbon savings p.a. Assessment of recommendations and potential routes to delivery will take place in early 2023/24. A further 24 school HDPs are currently in progress and will complete shortly.
50. At the end of March, the County Council launched a third round of its popular Solar Together Sussex scheme, which it co-ordinates on behalf of all Sussex local authorities. Solar Together Sussex enables residents to install high quality solar panels and battery systems from accredited installers at a competitive price. More than 1,700 households have installed renewable energy systems under the two previous scheme rounds.
51. A further £2.96m fund has been awarded to support the roll-out of on street electric vehicle charge points. Potential phase 2 sites have been identified and resident engagement commences in late May.
52. The Recycling and Waste team have worked in partnership with the Communities team and UK Harvest to pilot "Community Food Hubs" to encourage surplus food rescue. The project aims to clarify common misconceptions about food rescue services and provide tips and guidance on how to reduce food waste. The pilot of the Community Food Hubs ended in March 2023 and over the 6 months, a total of 870 people visited the hubs, 2,916 people received a meal and 8,874kg of food, with a retail value of £21,750, was saved from going to waste. It was agreed in March that due to the success of the 6-month pilot, the county Council will now work in partnership with Biffa and UK Harvest to extend the programme, providing community hubs and education sessions to all seven Districts and Boroughs over the next 12 months, finishing in April 2024.

Finance Summary

53. The outturn position in this report is provisional until the preparation of the accounts and external audit is complete. Any change from this outturn position included in this report will be conveyed in the narrative to the financial statements.
54. The provisional revenue outturn position for 2022/23 is net spend of £654.643m, **an overall net overspend of £0.182m** before use of the Inflation Contingency Reserve.
55. This position is comprised of Portfolio budgets which overspent by £10.541m, but partially offset by underspending on Non-Portfolio budgets of £9.694m (including £4.747m of General Contingency) and £0.665m of additional business rates income received through the 2023/24 Local Government Financial Settlement. It is proposed that the £0.182m remaining balance is drawn from the Inflation Contingency Reserve to balance the year end position.

56. **Table 4** provides a comparison of the outturn position to the December 2022 projection. Full details are set out in the Portfolio Sections at the end of this report.

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

PORTFOLIO	CURRENT NET BUDGET (£'000)	OUTTURN VARIATION (£'000)	VARIATION %	MOVEMENT SINCE Q3 (£'000)
Adults Services	219,797	-45	0.0%	(45)
Children & Young People	143,918	10,469	7.3%	(2,131)
Learning & Skills	48,944	3,463	7.1%	2,622
Community Support, Fire & Rescue	46,935	-229	-0.5%	(163)
Environment & Climate Change	63,925	-3,433	-5.4%	(453)
Finance & Property	31,976	1,265	4.0%	1,688
Highways & Transport	34,883	1,255	3.6%	(345)
Leader	3,541	-375	-10.6%	(75)
Public Health & Wellbeing	0	0	0.0%	0
Support Services & Economic Development	44,461	-1,829	-4.1%	(1,943)
Portfolio Total	638,380	10,541	1.7%	(845)
Sources of Finance	0	-665	0.0%	(665)
Non Portfolio (Excluding Contingency)	10,851	-4,947	-45.6%	(702)
Contingency	4,747	-4,747	0.0%	0
Total	653,978	182	0.0%	(2,212)

-15,000 -10,000 -5,000 0 5,000 10,000 15,000
(£'000)

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

Contingency Budget Summary

57. The County Council's Contingency Budget is reported within the Non-Portfolio Budget section of the accounts. For 2022/23, a £9.156m Contingency Budget was set aside to assist with unplanned in-year pressures, including £2.9m earmarked for inflation.
58. Due to the emerging inflationary pressures, a Decision was taken within the 2021/22 Outturn Performance and Resources Report to create an Inflation Contingency Reserve which was funded from the £4.969m of unspent 2021/22 Contingency funds.
59. **Table 5** demonstrates that the overall available Contingency funding for 2022/23 was £14.125m. During the year, £4.409m was drawn from the Contingency Budget to cover in-year pay award settlements within portfolio budgets. To fund the outturn portfolio overspend position, the remaining £4.747m from the 2022/23

Contingency Budget and £0.182m from the Inflation Contingency Reserve is required. This has resulted the Inflation Contingency Reserve concluding the year with a £4.787m balance.

Table 5 – Projected Impact on Contingency Budget and Inflation Contingency Reserve

Use of Contingency Budget 2022/23 (Non-Portfolio)	Contingency Budget	Contingency Reserve	Total Funding 2022/23
Contingency Budget 2022/23	£9.156m	£0.000m	£9.156m
Inflation Contingency Reserve	£0.000m	£4.969m	£4.969m
Total Contingency/ Inflation Funding Available			£14.125m
Less – Q3 PRR decision to draw-down £4.409m of Contingency Budget towards the agreed NJC, HAY, SMG pay awards	(£4.409m)	£0.000m	(£4.409m)
Less – Funding required towards Portfolio Overspend Position	(£4.747m)	(£0.182m)	(£4.929m)
Subtotal – Remaining Funding	£0.000m	£4.787m	£4.787m

Contract Inflationary Pressures

60. The overspend reported in service budgets of £10.541m includes £7.8m of identified service specific inflationary pressures – excluding pay and social care inflation. High inflation on contracts and the price of energy are the main cause of this identified pressure.

Pay Inflation

61. The majority of the 2022/23 pay award settlements have now been agreed, with the Fire and Rescue unions agreeing the following two-year pay award in March 2023:
- For 2022/23 – A 7% increase in pay, backdated to July 2022.
 - For 2023/24 – A 5% increase in pay, from July 2023.
62. The remaining 2022/23 outstanding pay award dispute relates to Soulbury teaching staff pay. In February 2023, the National Employers reaffirmed their offer of a £1,925 increase on all Soulbury pay spines and pay points. It should be noted that many of the County Council’s Soulbury paid staff are funded through the Dedicated Schools Grant and therefore will not significantly impact the County Council’s financial position.

Increase in Doubtful Debt Provision

63. The level of outstanding debt has increased from £22.7m at 31 March 2022 to £29.5m at 31 March 2023. A large proportion of the County Council’s aged debt

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relates to unpaid adult social care contributions and in particular there has been an increase in aged debts which are two and three years old (relating to the periods 2020/21 and 2021/22). There are a number of reasons which have contributed to the increase in aged debt, including:

- The ongoing impact of the Covid-19 pandemic and the current economic climate, which impacts on the ability for people to settle their debts.
- The impact of the decision previously taken to reduce the level of the Minimum Income Guarantee used in adult social care financial assessments and the number of outstanding assessments. There is an action plan in place now to address the backlog of assessments and the provision for outstanding debt will be reviewed during 2023/24 as these assessments begin to be completed.

64. Therefore, recognising the risk that this increase in aged debt brings to the Council, the level of funding set aside for doubtful debts has been increased with a further £3.227m added to the doubtful debt provision. This has been partially offset by a £1.160m carry forward balance from 2021/22 that is no longer required. As at 31st March 2023, the balance on the doubtful debt provision has increased to £9.5m

Carry Forward Requests

65. **Table 6** provides an overview of the carry forward requests totalling £3.643m which have been processed as part of the financial year end transactions. The majority of the carry forward requests relate to grant funding which has been allocated for a specific purpose but has not been fully spent by the end of the financial year. Further details are included in the individual portfolio sections.

Table 6 – Summary of Carry Forward Requests

Portfolio	Summary of Carry Forward Requests	Amount
Adult Services	Domestic Abuse Grant and Income from Integrated Care Board.	£1,306,900
Children & Young People	Emotional Wellbeing and Mental Health Keyworker Programme funding.	£255,000
Learning & Skills	Virtual School Grant, Early Years Training Grant and Mental Health Support In Schools funding.	£325,100
Fire & Rescue and Communities	Marauding Terrorist Grant, Protection Uplift Grant and a bequest to Chichester Library.	£192,000
Environment & Climate Change	Local Nature Recovery Strategy Grant, Biodiversity Net Gain Grant and Flood Risk Management funding.	£94,100
Finance & Property	Sea Fisheries Grants.	£160,000
Highways & Infrastructure	Bus Service Improvement Plan (BSIP) funding, Active Travel Capacity Fund and Local Electric Vehicle Infrastructure (LEVI) Capability Grant. *Note: LEVI grant accounted for within the Environment and Climate Change Portfolio.	£1,309,600
Total		£3,642,700

66. In addition, **Table 7** reports the total carry forward balances from 2021/22 which are currently held in reserves and which also remain available for use in 2023/24 following a detailed review of specific plans. Further details are included in the individual portfolio sections.

Table 7 – Summary of 2021/22 Carry Forward Request Available

Portfolio	Carry Forward Request	Amount
Adult Services	Domestic Abuse Grant	£1,498,200
Children & Young People	West Sussex Safeguarding Children’s Partnership Funding	£80,000
Community Support, Fire and Rescue	South East Fire and Rescue Service Control Room Grant, Bequest to Worthing Fire Station and Proceeds of Crime Act (POCA) funds	£290,300
Highways & Transport	Supported Bus Services Grant and Local Transport Authority Bus Capacity Grant	£486,200
Total		£2,354,700

67. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn and be used to support the overall financial position.

Covid-19 Grant Overview

68. The cost of the Covid-19 pandemic has been monitored separately from the portfolio budgets agreed by County Council. All the costs of the pandemic incurred in 2022/23 have been funded from existing government grants that are being held in reserves.
69. **Table 8** details the remaining Covid-19 grants carried forward into 2022/23, the use of these grants in-year and the remaining balance to be spent in 2023/24. Specific detail on the use of the grant in 2022/23 is reported in each of the relevant portfolio sections of this report.

Table 8 - Listing of Revenue Covid-19 Grants in 2022/23 and Expenditure

Covid-19 Grant	Details	Grant Balance Available As At 1 st April 2022	Expenditure in 2022/23	Funding Committed in 2023/24
Non-Ringfenced Grant	Use to support pressures created by the pandemic	£12.976m	£11.941m	£1.035m
Local Council Tax Support	To fund the local council tax hardship scheme	£3.000m	£2.684m	£0.316m
Contain Outbreak Management Fund	To help reduce the spread of coronavirus and support public health.	£3.651m	£1.777m	£1.874m

Covid-19 Grant	Details	Grant Balance Available As At 1 st April 2022	Expenditure in 2022/23	Funding Committed in 2023/24
Emergency Active Travel Fund	To protect and increase travel services.	£0.170m	£0.170m	£-
Travel Demand Management	Support in developing travel demand management programme.	£0.021m	£0.021m	£-
Total		£19.818m	£16.593m	£3.225m

70. At the end of 2022/23, there remains £1.035m of Non-Ringfenced Covid-19 grant which is fully committed towards projects currently underway; these projects include the recruitment of qualified overseas children's social workers, the cost of specific psychology assessments and funding for a short-term HR resource to assist with social worker recruitment. In addition, £0.316m of Local Council Tax Support Grant remains available in 2023/24 to fund the £25.00 Council Tax rebate, with a further £0.084m earmarked within the non-ringfenced commitments; this is in-line with the £0.4m allocation announced as part of the County Council's 2023/24 Budget.
71. Underspending of £3.651m from the Contained Outbreak Management Fund was brought forward from the 2021/22 financial year. Of this balance, £1.777m has been spent in 2022/23 on public health initiatives and staffing in accordance with the criteria. The grant balance remaining at the end of 2022/23 totals £1.874m. This funding will be available next year to help control any further Covid-19 outbreaks and dealing with its management and consequences as well as any on-going costs that are being incurred.

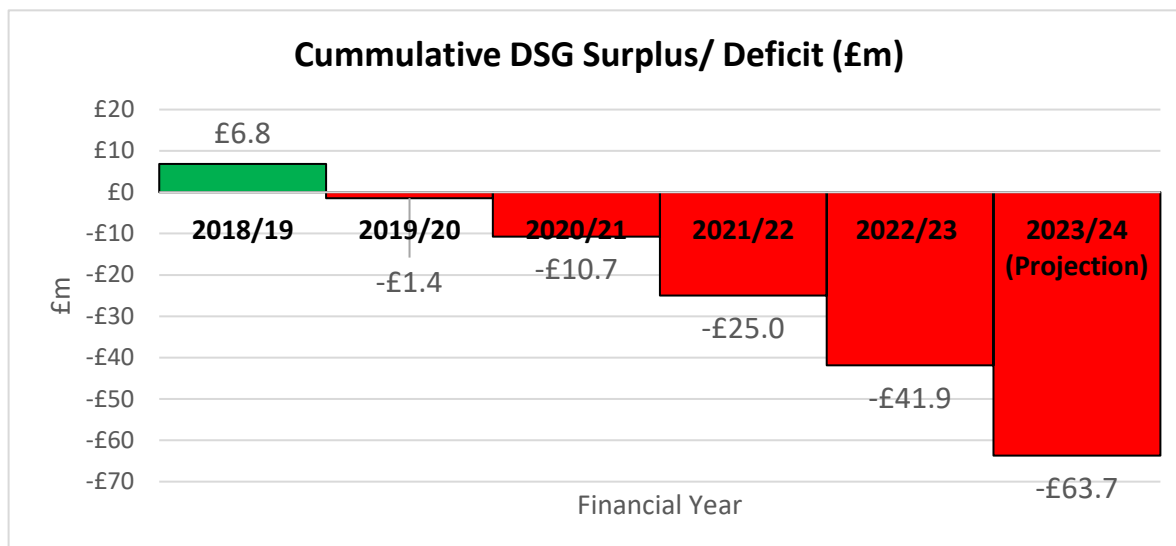
Financial Outturn – Service Portfolios

72. The individual portfolio sections within the report explain the key movements which have occurred during the year, however the main areas to note within and across portfolios include:
- Increasing inflation price rises on energy, goods and services,
 - Uncertainty in the growing demand and complexity of need in adults and children's,
 - Increases in the cost of adult lifelong services provision,
 - The high use of external placements for children,
 - The cost of children in need of secure or specialist placements,
 - The rising numbers of children requiring high needs education,
 - The non-delivery and delays in achieving savings,
 - Recruitment and retention issues within the workforce which is evident through the high levels of vacancies and staffing underspends across portfolios.
73. The **Adult Services Portfolio** completed the year largely balanced, with a £0.045m underspend. Despite the appearance of stability, the year was extremely challenging with the cost of care services overspending by £17.5m. A balanced budget was only achieved through one-off mitigations and underspends. Since many of these mitigation opportunities were one-off, the Adult Services Portfolio

entered 2023/24 with key financial risks and will be closely monitored through the year. The two-year Adult Social Care Improvement Plan was also agreed and will drive the change and financial stability of the service that is needed. Further details on the Adults Services Portfolio position are reported within **Section 1**.

74. The **Children and Young People's Portfolio** concluded the year with a £10.469m overspend. The portfolio's financial pressure has been largely driven by the type and cost of placements for Children We Care For. Despite the number of Children We Care For being consistently lower throughout the year than demand modelling predictions, the increase in complexity, particularly in emotional wellbeing and mental health needs of our children means that the placements budget overspent by £14m. This position was partly mitigated by the allocation of £2.630m of Non-ringfenced Covid-19 grant given the link between the impact of the pandemic and the presenting complexities in some placements.
75. This was the final year of specific additional funding towards the Children's Services improvement journey. Temporary funding of £0.765m was provided alongside the on-going permanent funding of £5.373m with all of this funding being used to support the Improvement Plan. Further details on the Children and Young People's Portfolio position are reported within **Section 2**.
76. A challenging year for **Learning and Skills** closed with the portfolio overspending by £3.463m in 2022/23. The Home to School Transport service overspent by £2.803m due to a combination of growth in pupil numbers and increasing contract prices. The rise in pupil numbers is largely due to the increasing number of pupils now in receipt of an Education, Health and Care Plan (EHCP). There are several underlying causes for the increasing price of contracts which include the impact of general inflation on fuel and tyre costs, but a much greater impact has been felt by the acute driver shortage across the taxi sector. A further cost pressure the portfolio has recently incurred relates to the Adult Education Contract which has overspent by £0.442m following the announcement of Aspire West Sussex entering administration.
77. Overspending of £16.873m occurred within the **Dedicated Schools Grant (DSG)** budgets in 2022/23. Increasing costs and volumes of independent and specialist placements within the High Needs Block, has largely led to this position. As part of the year end accounting entries, the DSG overspend has been added to the Dedicated Schools Grant Unusable Reserve. The reserve balance now stands at a £41.855m deficit.
78. The DSG position remains a key concern for the County Council and work is underway through the Delivering Better Value (DBV) in SEND Programme to consider options to address these pressures. It should also be noted that although the Government has confirmed that the statutory override for the DSG deficit to remain off the County Council's balance sheet for a further three years, the deficit will continue to have an adverse effect on the County Councils cash flow and investment returns on cash balances. In 2022/23 it is expected to have resulted in £0.7m of lost income.
79. **Graph 2** shows the cumulative DSG surplus and deficit which has amounted over the last five years and the latest overspend projection for 2023/24. Further details on the Learning and Skills Portfolio position are reported within **Section 3**.

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



80. The **Community Support, Fire and Rescue Portfolio** completed the year with a small underspend of £0.229m. Within Fire and Rescue, the service was able to largely offset inflation and pay award increases with staffing vacancies and other minor underspends. The Community Support service also experienced a number of pressures in-year in relation to increasing Coroner and Inquest costs as well as a shortfall of income within the Library Service. These pressures were off-set by in-year staffing underspends and additional ceremonies income as people celebrated events which had been delayed from previous years due to pandemic restrictions - i.e weddings and civil partnerships. Further details on the Community Support, Fire and Rescue Portfolio position are reported within **Section 4**.
81. The 2022/23 financial outturn position for the **Environment and Climate Change Portfolio** concluded with an underspend of £3.433m, largely from increased income. The Waste Service experienced additional cost on waste contracts due to increased inflation, however this pressure was mitigated from a one-off waste recycling rebate and from additional income generated from sales of recyclable materials. The value of recyclate was at a high in the first half of the year, however since this time, a sharp drop has occurred across virtually all material streams with the value heading back down towards pre-pandemic values.
82. Gas and electricity rates rose sharply across Europe in-year due to a combination of factors including the conflict in Ukraine, which added a considerable premium to market prices. This led to an increase in corporate utility charges. This pressure has been offset by the additional income generated by the County Councils solar and battery farms. Further details on the Environment and Climate Change Portfolio position are reported within **Section 5**.
83. The **Finance and Property Portfolio** concludes the year reporting a £1.265m overspend, however it should be noted that a year end technical accounting adjustment, increasing the doubtful debt provision by £2.067m from this portfolio is the reason for this overspending position. During the year, the portfolio has mitigated pressures relating to the non-delivery of income generation savings within Procurement and overspending in Facilities Management through the delivery of early savings generated from asset rationalisation and one-off business rates rebates following successful appeals. Further details on the Finance and Property Portfolio position are reported within **Section 6**.

84. An overspend of £1.255m is reported on the **Highways and Transport Portfolio**. The increased cost of energy is the main reason for the portfolio position with the Street Lighting PFI overspending by £3.377m. The portfolio incurred other pressures, largely relating to inflation within highways maintenance and in-house transport provision, but these were offset from additional income and staffing vacancies. There has also been a reduction in National Concessionary Fares with an underspend of £2.037m reported in 2022/23; uptake remains at around 60-70% of pre-pandemic levels. Further details on the Highways and Transport Portfolio position are reported within **Section 7**.
85. The **Leader Portfolio** concluded the year reporting a £0.375m underspend. This underspend relates to in-year staffing vacancies. Further details on the Leader Portfolio position are reported within **Section 8**.
86. Although the **Public Health and Wellbeing Portfolio** is reporting a balanced position, it should be noted that this is a result of £2.9m unspent grant being carried forward into 2023/24. The current available cumulative underspend carried forward into 2023/24 now totals £6.0m and is in addition to the 2023/24 grant settlement of £37.4m. Further details on the Public Health and Wellbeing Portfolio position are reported within **Section 9**.
87. The **Support Services and Economic Development Portfolio** completed the year reporting a £1.829m underspend. Pressures relating to the need to use external resources to meet continued demand in Legal Services and additional resource costs associated with the Children's statutory complaint process were mitigated by underspending with IT Services and Commercial Services. This is a result of an underspending on the money set aside from bringing services back from Capita, staffing vacancies and delay in some investment into digital technology and ways of working. The County Council's Digital and IT Strategy will be developed during 2023/24. Further details on the Support Services and Economic Development Portfolio position are reported within **Section 10**.
88. Within the **Non-Portfolio** budget, the County Council has benefited from the recent in-year rises in the Bank of England's interest rates. In April 2022, the Bank Rate was 0.75% and the investment income budget for 2022/23 was set on that basis. However, since this time, the rate has increased incrementally during the year and as at March 2023, the interest base rate level is 4.25%. This growth has affected the return on investments and has led to an increase in **Investment Income** of £5.0m. This additional income has helped to mitigate the in-year overspending position on portfolio budgets.

Savings Update

89. The 2022/23 savings target across all portfolios was £11.0m. In addition to these planned savings, there remained £12.4m of 2020/21 and 2021/22 savings which were not delivered on an on-going basis; largely due to the Covid-19 pandemic. Therefore, the overall savings to be achieved in 2022/23 totalled £23.4m.
90. To ensure that all savings are monitored with the same robustness and urgency, **Table 9** has amalgamated all the savings which require delivery; including a number of savings within the Adults Services Portfolio which have been recast to reflect revised saving plans. These amended plans have been created and supported by an external service provider and have been developed for each individual workstream; however, the delivery of savings to date has been limited.

91. Of the total £23.442m savings, £13.283m (57%) was achieved as originally envisaged or has been delivered by other means or mitigated within the service; with £10.159m (43%) of savings undelivered this year. These unachieved savings are included within the outturn position and are expected to be delivered in full in 2023/24.
92. As previously reported, the Adult Services Portfolio savings were significantly impacted by the pandemic, which led to a review and recast of the unachieved savings plans from 2020/21 and 2021/22. In 2022/23, the Adult Services Portfolio achieved £6.999m of its planned savings; leaving £8.839m of savings undelivered. As previously reported, the outstanding savings are expected to be delivered in 2023/24, although this will be challenging and will require close monitoring.
93. **Table 9** summarises the savings position by Portfolio. Details of each saving is included in the separate portfolio sections.

Table 9 – Savings by Portfolio

	RED	AMBER	GREEN	BLUE	
Total Savings 2022/23	Significant Risk Not Delivered (£000)	At Risk (£000)	Delivered / Mitigated In Year (£000)	Delivered On an On-Going Basis (£000)	Total (£000)
Adults Services	8,839	0	0	6,999	15,838
Children & Young People	1,000	0	300	1,900	3,200
Learning & Skills	150	0	0	750	900
Community Support, Fire & Rescue	0	0	70	0	70
Environment & Climate Change	20	0	900	650	1,570
Finance & Property	150	0	0	0	150
Highways & Transport	0	0	426	0	426
Leader	0	0	0	0	0
Public Health & Wellbeing	0	0	0	0	0
Support Services & Economic Development	0	0	600	438	1,038
Non-Portfolio	0	0	0	250	250
TOTAL	10,159	0	2,296	10,987	23,442

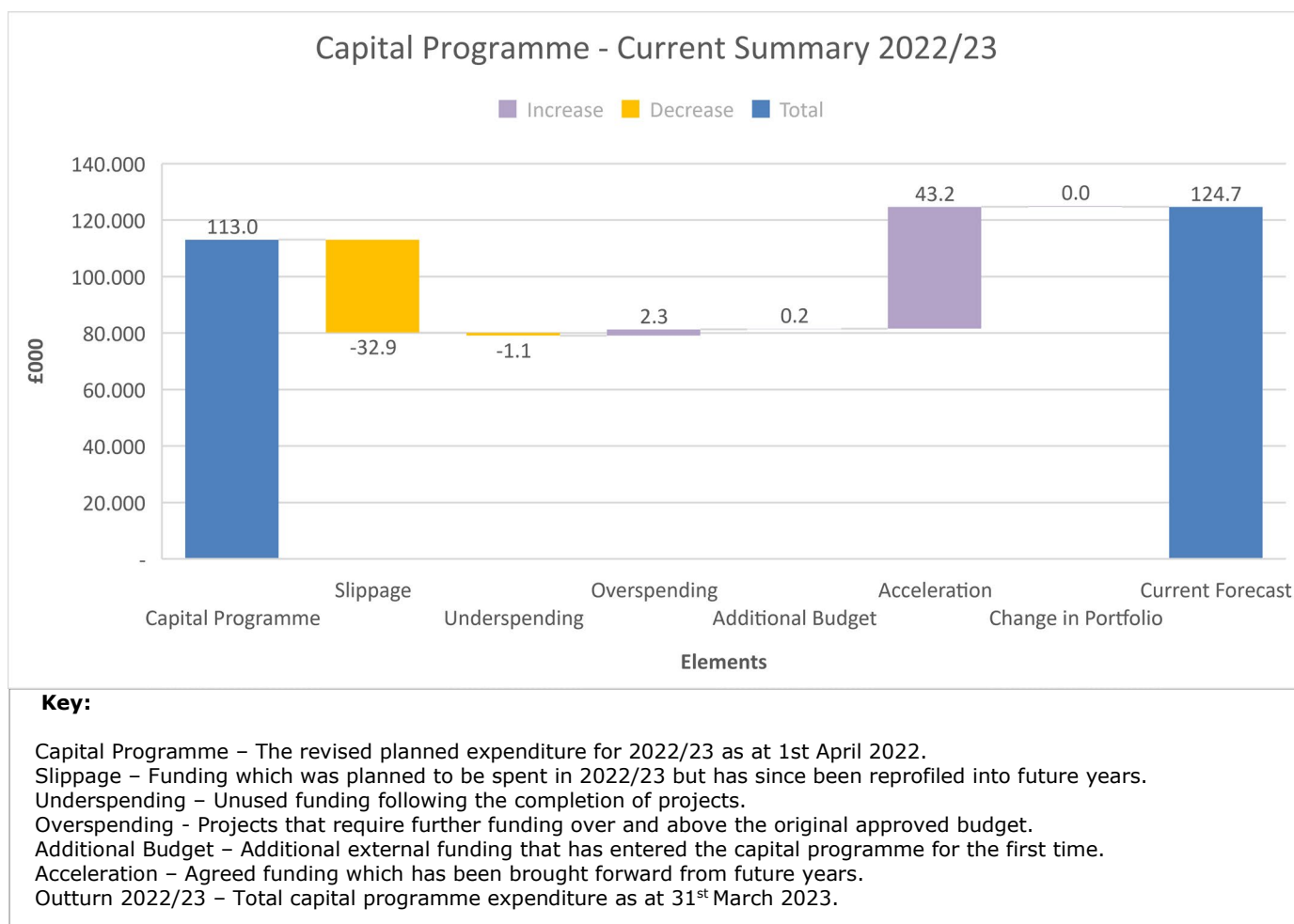
Savings Key:

R Significant Risk	A At Risk	G Delivered/ Mitigated In Year	B Delivered On An Ongoing Basis
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Capital Programme Summary

94. The Capital Programme; as approved by County Council in February 2022, agreed a Capital programme totalling £120.3m for 2022/23. The Performance and Resources Report at Outturn 2021/22 agreed £7.3m of this programme, originally profiled to spend in 2022/23, be accelerated into 2021/22, revising the capital programme for 2022/23 down to £113.0m.
95. Since this time, spend has increased overall by £11.7m, to give a full year spend for 2022/23 of £124.7m. **Graph 3** demonstrates movements from the revised capital programme to final outturn.

Graph 3 – Capital Programme



96. The £124.7m of capital investment is across all portfolios but as planned, is focussed on investment into the County Council’s highways and roads, schools and the Fire and Rescue service. **Table 10** provides further details:

Table 10 – Listing of Main Capital Programme Projects by Portfolio

Portfolio	Main Capital Programme Projects In 2022/23	Expenditure in 2022/23
Adults Services	Choices for the Future works at the Laurels, Rowans and Glebelands Day Centres.	£0.100m
Children and Young People	Children’s Homes – Orchard House and Cissbury Lodge.	£0.321m
Learning and Skills	SEND programme of works – including Woodlands Mead College, Palatine Special School and Queen Elizabeth II Silver Jubilee School. Basic Need Programme – including The Forest School. Community School Capital Maintenance.	£29.201m
Community Support, Fire and Rescue	Live Training Centre and Horsham Fire Station - <i>Fire Station reached practical completion on 11th April 2023; and the Training Centre is due to complete by the end of May 2023.</i> Improvement works at Crawley and Worthing Fire Stations & Fire Equipment Programme. Fleet Replacement Programme.	£16.722m
Environment and Climate Change	Your Energy Sussex Programme – including Halewick Lane Battery Storage. Climate Change – Carbon Net Zero.	£4.633m
Finance and Property	Structural Maintenance Projects. Staff Capitalisation. Martlets Renovation.	£4.668m
Highways and Transport	Highways Annual Works Programme. Highways Major Projects – including the A284 Lyminster Bypass and corridor improvements on the A259.	£54.460m
Leader	Growth Programmes – including Adur, Arun, Burgess Hill, Crawley and Worthing.	£8.369m
Support Services and Economic Development	Smartcore Programme. Investment in Technology. Gigabit Voucher Scheme.	£6.204m
Total In-Year Capital Expenditure		£124.678m

97. Details regarding all current schemes within the capital programme are reported in the relevant portfolio section.

Capital Programme Inflation Risk

98. Inflationary pressures have impacted on the Capital Programme during 2022/23; but the impact varies by project and is dependent on the stage of each scheme and the type of material required. The Department of Business, Energy and Industrial Strategy (BEIS) publish monthly statistics on the cost of key areas of business, including the cost of building materials and components. The BEIS reported

material price index for 'All Work' increased by 10.6% in February 2023 compared to the same month the previous year.

99. Some in-flight projects have contingency or inflation provision built-in to their agreed funding allocation. Also, block maintenance and annual works programmes can be managed through delivering less schemes in the short-term. This is likely to compound the problem in future years and would require more funding at a later date for the maintenance and work programmes to get back on track. This will need to be considered through future budget setting and the annual review of the capital programme.
100. Any projects which require additional funding to cover inflation will continue to go through the County Council's set governance procedure as set out in the Capital Strategy which ensures all aspects are assessed on a case-by-case basis. Going forward, the Capital Programme approved in February 2023 includes a £10m corporate contingency budget.
101. The Capital Programme Outturn Budget Monitor, as at March 2023, is presented in **Appendix 3** and in detail within the individual portfolio sections.

Transformation Projects

102. The County Council has a number of transformation projects currently underway which include the Smartcore Programme, Insourcing and Procurement of IT Services, Better Use of Technology within Children Services, Support Services Programme, Smarter Ways of Working Programme and Adult Services Improvement Plan. In 2022/23, £7.1m of project costs were incurred during the year. Detail around the progress of these projects and how they are funded is included in **Appendix 2 - Service Transformation and Flexible Use of Capital Receipts Summary**.

Corporate Risk

103. The County Council's risks are reviewed regularly to ensure risks are understood and appropriate mitigation takes place. The Risk Register is reported to the Regulation, Audit and Accounts Committee. Risks are scored considering their likelihood and impact and full details can be found in the council's Risk Management Strategy report.
104. Although there were no overall changes to the scores during the period 1st January – 31st March 2023, a number of updates have arisen since this time and are included within the Corporate Risk Register Summary in **Appendix 4** and summarised below. These updates will be presented to the Regulation, Audit and Accounts Committee at their next meeting on 17th July 2023. **Table 11** provides details of the risks which have been updated since March 2023:

Table 11 – Corporate Risk Updates

Risk No	Risk	Action	Reason	Previous Score	Current Score
CR58	Failure of social care provision	Risk severity reduced	Due to completed mitigations	25	20
CR61 ¹	Death or serious injury of a child	Risk severity reduced and tolerated	Due to completed mitigations and outcome of Ofsted report	15	10
CR69 ¹	Service fails to progress all areas to a 'good' rating within a suitable timeframe	Risk description amended and risk severity reduced	Due to completed mitigations and outcome of Ofsted report	15	10
CR72 ¹	Unregistered care homes - children and young people will not be cared for in settings that best meet their needs	Risk severity reduced and tolerated	Due to completion of mitigating actions and prolonged period of compliance	12	8
CR73a ¹	Climate Change Mitigation	New risk	Separated from CR73 (Climate Change)	-	12
CR73b ¹	Climate Change Adaptation	New risk	Separated from CR73 (Climate Change)	-	12
CR73 ¹	Climate Change	Risk closed	Superseded by CR73a and CR73b	12	-
CR74 ¹	Overdue re-procurement of care and support at home services	Risk severity reduced	Due to completed and developing mitigations, and impending arrangements	15	6
Footnote: ¹ The amendments in Table 11 were applied after 20 th March 2023 RAAC meeting and will be presented to Committee on 17 th July 2023 for information and comment.					

105. The County Council’s high-level risks continue to be focussed on cyber security, recruitment and retention, the fragility of the social care market and the financial sustainability of the County Council. The latest Corporate Risk Register Summary can be found in **Appendix 4**. The full Corporate Risk Register is scrutinised by the Regulation, Audit and Accounts Committee. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council’s [Regulation, Audit and Accounts Committee Agenda](#) website.

Workforce

106. The Workforce Key Performance Indicators, detailed in **Appendix 5**, reports that of the 12 KPIs with a RAG status indicator, nine are ‘Green’, one is ‘Amber’, one is ‘Red’ and one KPI measure is unavailable this quarter.

107. The 'Amber' and 'Red' measures are similar to those reported through the year and relate to:

- The number of new apprentice starters since the start of the financial year - excluding schools is reported as 'Red' as there were only 85 new starters in 2022/23 when compared to the set target of 113.
- A continuing high-level of sickness recorded on the rolling 12-month average calendar days lost to sickness is reported as 'Amber' as there were 15.9 calendar days lost per FTE when compared to the 15-day target. The two services reporting the highest sickness levels this quarter were Adult Services with 22.1 days and Children Services with 18.5 days.

Sections and Appendices

Section 1: Adults Services Portfolio
Section 2: Children and Young People Portfolio
Section 3: Learning and Skills Portfolio
Section 4: Community Support, Fire and Rescue Portfolio
Section 5: Environment and Climate Change Portfolio
Section 6: Finance and Property Portfolio
Section 7: Highways and Transport Portfolio
Section 8: Leader (including Economy) Portfolio
Section 9: Public Health and Wellbeing Portfolio
Section 10: Support Services and Economic Development Portfolio

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

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Adults Services Portfolio – Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - At the end of the 2022/23, as has been reported throughout the year, the health and social care system in West Sussex continues to experience significant pressure and this dominates the work of the service. The reasons for this are complex but include high demand from our partners, in particular our NHS partners requiring support in the timely and safe discharge of patients from hospitals within the county. The County Council's priority continues to be providing support to individuals who need critical and urgent care or where there are urgent safeguarding concerns, ensuring people are supported immediately or within 24-48 hours. The service continues to do everything it can to reduce the delay people may be experiencing and are working closely with partners to ensure that vulnerable people are kept safe and well, in line with the commitment set out in Our Council Plan.
 - The number of contacts that lead to an assessment has been updated following a data review exercise, but performance remains better than target and reflects the impact of interventions throughout the customer journey to meet people's needs through information and advice as well as the provision of preventative services. In addition, due to the retrospective nature of measuring the percentage of adult social care assessments that result in a support plan, quarter 1 data has been updated to 72.9% and quarter 2 to 63.3% and again shows that the service is achieving or close to the target range for this measure.
 - The percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months, has remained below target throughout the year, due to a range of factors including staff capacity and the prioritisation of review cases, which are not always based on time. The importance of embedding a strength-based approach to practice, integral to strategic priorities as set out in Our Council Plan and the Adult Social Care Strategy 2022-25 – 'The life you want to lead', has also impacted on the time taken for staff to complete reviews. An extended piece of work focussing on Lifelong Services, will be part of the Adults Improvement Programme for 2023/24 and 2024/25 and will assist in improving the performance of this measure as well as continuing to embed a strength-based approach
 - Drafted in partnership with care providers, the County Council has published its 'Market Sustainability Plan' (MSP), which focuses on addressing sustainability issues across care markets and confirms our intention to target resources at areas requiring development such as, complex care, extra care, supported living and enabling people to remain living in the community. Strengthening the care workforce and supporting providers to improve the quality of care is a focus of the MSP, which will build on the existing work the County Council has been involved in through partnerships with West Sussex Partners in Care (WSPiC), to shape the training offer that is provided to external care providers, as well as to continually advise and influence to achieve care for all. This year's excellence achieved by individuals working in social care was celebrated at the 'West Sussex Care Accolades' held in March

- This year has seen a pause in adult social care funding reform, with implementation delayed until October 2025. The service will continue to prepare for reform whilst awaiting further announcements from Government, as well as preparing for and being part of the Care Quality Commission assurance of adult social care, throughout 2023/24.
- Care and Support at Home services (also known as domiciliary care or home care) are commissioned by the County Council to support people with eligible social care needs where they have requested the County Council to purchase services on their behalf. The County Council currently commissions these services on behalf of around 2,300 customers across the county, using around 90 service providers. The current arrangements have been reviewed and a new commissioning approach is being developed along with a planned procurement. New arrangements will seek to ensure capacity across the county and to support a sustainable provider market to develop and grow capacity to support people to remain independent in their own home. It will also focus on avoiding disruption for existing customers.
- The Worth training team has delivered a further six domestic abuse training sessions to 199 professionals working in West Sussex in this reporting period

Our Council Performance Measures

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

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT
13	Measure: Outcomes of safeguarding risk – where a risk was identified, the outcome/expected outcome when the case was concluded for Section 42 enquires (% where risk remains). Reporting Frequency: Quarterly	8.26%	Sep-22	Dec-22	Mar-23	↑
			R	G	G	
			9.47%	8.04%	7.80%	
Performance Analysis: Mar-23: The Q4 data shows an improvement on Q3 figures and reports 0.46% below the 2022/2023 target figure. Monitoring of safeguarding enquiries open longer than 60 days is in place with oversight from senior management. A number of these enquiries will continue to have “risk remains” as people are able to choose to live with risk and no further action required from Adult Social care, however professionals may remain involved should risk be deemed high and the customer continues to require support. Actions: Audits will be continually undertaken and the findings analysed to help seek assurance that risk is appropriately being managed moving into 2023/24						
11	Measure: Percentage of contacts to adult social care that progress to a social care assessment Reporting Frequency: Quarterly	20% -30%	Sep-22	Dec-22	Mar-23	↓
			G	G	G	
			14.3%	11.4%	12.5%	

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT
<p>Performance Analysis: Mar-23: The service has identified a number of contacts who were not previously included in the preparation of this measure, which has increased the volume of new contacts to West Sussex (denominator). The volume of cases that have had a completed assessment (numerator) has not changed. Data set out has been updated for 2022/23, reflecting a positive impact on the performance moving from 23.7% reported in Q3, 22% reported in Q2 and 23.2% in Q1. Performance has exceeded the target, as this is an 'aim low' measure and reflects the impact of interventions throughout the customer journey to meet people's needs through information and advice as well as provision of preventative service.</p> <p>Actions: As part of the Adults Services Improvement Programme over the next two years, further work in relation to the council's information, advice and guidance offer will be undertaken, which is likely to increase performance further</p>						
	<p>Measure: Percentage of adults that did not receive long term support after a period of reablement support</p> <p>Reporting Frequency: Quarterly</p>	85.5%	Jun-21	Sep-21	Mar-23	↗
			A	A	A	
			85.4%	81.3%	81.7%	
36	<p>Performance Analysis: Mar-23: The council has been working closely with the reablement provider to address performance issues noted in Q1, Q2 and Q3 in terms of delivering the contracted number of reablement starts. Issues of underperformance was linked to staffing capacity issues, lower levels of referral and a high level of customers receiving non-reablement Transfer of Care (TOC) support from the provider while awaiting ongoing care package set-up.</p> <p>Actions: With supporting customers to live their best lives with as much independence as possible a key strategic imperative for Adult Services and reablement a critical solution to deliver this, actions for next year include further close working between commissioners and the reablement provider to ensure that the improved performance level is maintained/exceeded as well as to consider opportunities to increase reablement capacity and expand the benefits of reablement (positive outcomes for customers and financial benefits for the council) to a larger number of customers if analysis of demand supports this.</p>					
	<p>Measure: Percentage of adult social care assessments that result in a support plan</p> <p>Reporting Frequency: Quarterly</p>	65% -75%	Jun-22	Sep-22	Dec-22	↘
			G	A	A	
			72.9%	63.3%	54.0%	
12	<p>Performance Analysis: Mar-23: Performance reported is for Q3, as data for this measure is retrospectively updated, to ensure that the outcome of the assessment and the need for a support plan have been completed. Performance for Q1 and Q2 has been updated due to the retrospective nature of this measure and is now reporting as 72.9% in Q1, which is within the target range and 63.3% in Q2 which is just below the target range.</p> <p>Actions: This measure will be continually monitored and performance will be routinely updated throughout the next financial year to reflect the additional assessments.</p>					
	<p>Measure: Percentage of adults that purchase their service using a direct payment</p> <p>Reporting Frequency: Quarterly</p>	27.4%	Sep-22	Dec-22	Mar-23	↘
			A	A	R	
			26.4%	25.5%	22.5%	
37	<p>Performance Analysis: Mar-23: Performance has dropped slightly, although is still broadly in line with other authorities. Review work being undertaken by Adult Services, has focused on customers who receive Direct Payments, which has resulted in some budgets being closed or transferred to Council Managed Budgets, thus reducing the overall numbers in pay.</p> <p>Actions: This measure will be monitored by the Adults Directorate Leadership Team and via the Performance, Quality and Practice Board, both chaired by the Director for Adults and Health. If performance drops again in Q1, specific action may be required.</p>					
	<p>Measure: Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months</p> <p>Reporting Frequency: Quarterly</p>	77.0%	Sep-22	Dec-22	Mar-23	↗
			R	R	R	
			52.5%	51.8%	52.4%	
38						

Agenda Item 4
Annexe B Section 1

Adults Services		2022/23 Target	Performance Over The Last 3 Periods			DoT
<p>Performance Analysis: Mar-23: Even though performance has remained consistent throughout the year, the performance target has not been achieved, this has been due to the reset of a dedicated project to manage reviews for older people and Lifelong Services customers with a focus on embedding a strength based approach, which has now been extended to form a review project within Lifelong Services with an expanded scope, as part of the Adults Services Improvement Programme and it is expected that performance by the end of 2023/24 will have improved significantly</p> <p>Actions: As part of the Adults Improvement Programme 2023-25, an extended piece of work will be undertaken within Lifelong services which is expected to greatly improve the performance, as well as embedding the strength-based approach.</p>						
39	<p>Measure: The percentage of adults with a learning disability in paid employment</p> <p>Reporting Frequency: Quarterly</p>	3.8%	Sep-22	Dec-22	Mar-23	↓
			R	R	R	
			2.1%	3.0%	2.9%	
<p>Performance Analysis: Mar-23: Ongoing data collection work in respect of this measure has resulted in change to the denominator used to calculate it, which has slightly negatively impacted quarter 4 results reducing to 2.9% from 3% in quarter 3.</p> <p>Actions: Moving into 2023/24, work will continue to engage the market to support people to prepare and access paid employment. Work is ongoing to codesign a new specification for day, employment and volunteering to further improve performance in the next financial year. The development of a Peer Support role, within Adult Social Care is underway, which in conjunction with the review project, will be very beneficial in increasing the numbers of people in employment.</p>						
40	<p>Measure: The percentage of adults in contact with secondary mental health services living independently with or without support</p> <p>Reporting Frequency: Quarterly</p>	71.0%	Sep-22	Dec-22	Mar-23	↔
			A	A	A	
			68.0%	69.0%	69.0%	
<p>Performance Analysis: Mar-23: Performance remains stable, with performance the same as quarter 3 and remains close to target.</p> <p>Actions: As throughout the year, work will continue to promote a strength-based approach and reducing new admissions to residential care for customers with a mental illness. This is primarily an NHS measure, so social care have limited ability to influence the performance.</p>						
14	<p>Measure: Time to complete outstanding 'deprivation of liberty' cases</p> <p>Reporting Frequency: Quarterly</p>	4.4 Months	Dec-21	Mar-22	Jun-22	↓
			G	G	G	
			3.4 Months	3.4 Months	4.1 Months	
<p>Performance Analysis: Mar-23: During the year cases which would normally have been closed within the Adult Social Care client database system have remained open due to linked internal processing issues. This has caused reported performance to appear to have deteriorated, which is an issue that is still impacting data reporting. Therefore, although data will not be reported this quarter, an increase in referrals and limited capacity amongst external assessors will be continually addressed moving into 2023/24.</p> <p>Actions: Measure not being reported from 2023/24.</p>						
44	<p>Measure: Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service</p> <p>Reporting Frequency: Quarterly</p>	85.0%	Sep-22	Dec-22	Mar-23	↓
			G	G	G	
			86%	97%	86%	

Adults Services	2022/23 Target	Performance Over The Last 3 Periods	DoT
<p>Performance Analysis: Mar-23: This quarter we have asked 100% of clients who were engaged in support their views regarding their safety and wellbeing. We have exceeded our target of 85% of clients who report feeling safer when they leave the service, and this continues to evidence the positive impact the service have on supporting the victim/survivors of domestic abuse. The Domestic Abuse Service has closed 134 victim/survivors following a period of engagement with the service. In addition to 86% of clients feeling safer, our data also shows the following: Current data reflects that we asked and recorded the clients' views of their safety on 78% of clients closed. The 22% reported missing data all relates to clients who disengaged from the service mid-support and is therefore linked with unplanned exits from the service, where we are unable to ask about their safety or views.</p> <p>In addition to 86% of clients feeling safer, our data also shows the following:</p> <ul style="list-style-type: none"> • 78% reported improved wellbeing. • 72% reported their quality of life improved. • 69% were optimistic about the future. • 70% reported feeling more confident. <p>In this last reporting quarter, we have completed an additional 151 intake forms for new victim/survivors allocated to a community keyworker across the domestic abuse and sexual violence service.</p> <p>Actions: The management team have continued to support the frontline operational domestic abuse and sexual violence team with regards to data capture. This has resulted in continued and consistent increased amount of information provided. We have further meetings planned to develop the Mosaic DA/SV Work Steps to support client reported impact data capture. The result of embedding evaluation data into the primary client recording database should result in an increased amount of client reported information.</p>			

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Delays in delivering corporate savings (£8.839m) and internal planned service savings (£0.961m) due to timing and capacity restraints.	£9.800m	Use of non-ringfenced Covid-19 grant.	(£4.782m)	
Older People market-related pressure. £3.4m to be funded from Covid-19 grant.	£5.700m	Staffing vacancies within the service.	(£1.200m)	
Lifelong Services. Underlying overspending pressure.	£2.000m	Use of adults contingency funding.	(£2.200m)	
Additional Agency Staffing – Seven Day working. Pandemic affected service to be funded from Covid-19 grant.	£1.382m	In year staffing budget surplus generated from the implementation of the new pay grades for social workers and occupation therapists.	(£1.300m)	
		Reduction in the reablement block contract. Lower level of service than sought is being delivered.	(£0.900m)	
		Community Equipment Service. Demand for equipment has been lower than expected.	(£0.800m)	
		Use of Improved Better Care Fund.	(£4.700m)	
		Other funding opportunities – including additional Better Care Funding.	(£3.000m)	
		Other minor variations.	(£0.045m)	
Adults Services Portfolio - Total	£18.882m		(£18.927m)	(£0.045m)

Significant Financial Issues and Risks Arising

Narrative	Cost Driver	Q1	Q2	Q3	Q4	Action	Trajectory
Key cost driver data influencing the trajectory of the Older People's care budget	No. of older people with a care package	4,391	4,455	4,415	4,430	↔	The reduction in customers during the fourth quarter reflects the usual seasonal pattern of demand for adult social care. The rising trend in costs is indicative of market pressures. Figures remain subject to change because some care assessments and financial assessments are still to be processed which could change the figures.
	% increase in the average gross weekly cost of a care package for older people	5.4%	5.4%	5.6%	6.9%	↗	
	% increase in the average net weekly cost of a care package for older people	8.4%	8.5%	10.1%	13.0%	↗	

Key:

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

Financial Narrative on the Portfolio's Position

- The 2022/23 financial outturn position for the Adult Services Portfolio is largely balanced, with a £0.045m underspend reported. Despite the appearance of stability, the year was extremely challenging with the cost of care services overspending by £17.5m. A balanced budget was only achieved through mitigating actions agreed during the year. Since many of these mitigation opportunities were one-off, the Adults budget enters 2023/24 at serious risk of significant overspending unless the causes of that pressure, which include delays in delivery of savings, are addressed.
- The portfolio has continued to experience workforce and market-related factor pressures, which are typical of all local authorities in the South East with adult social care responsibilities. This County Council, alongside representative groups such as the Association of Directors of Adult Social Services and the Local Government Association, continue to lobby Government for greater funding for the service.

Older People

- Overall, the County Council's case management system is reporting that the number of customers with a care package fell by 75 in 2022/23, however as in previous years there is a known lag between a care package being put in place for a customer and all the associated administration being completed, therefore it is likely that the number of cases could be understated. Historically that lag has been around three months, but due to staffing vacancies, including within the financial assessments teams, this timeframe has been increasing. An action plan is now in place and performance is expected to improve in 2023/24.

6. The underlying budget pressure of £4.0m which was carried forward from 2021/22 in relation to older people care packages has remained a burden on the budget this financial year.
7. The social care market has been and continues to operate in challenging circumstances, partly as the additional short-term funding which Government has made available for hospital discharge has created an imbalance of demand and supply. Consequently, when new placements are being made, especially for residential, prices are continuing to rise with fewer providers being prepared to accept the County Council's usual maximum rates. The number of agreed rates that are having to be negotiated with providers has grown by over 10% during the year and it has become increasingly common for amounts of over £1,000 per week to be requested for customers irrespective of levels of need.
8. Adding to the pressure there was overspending of £3.3m due to delays in the delivery of savings. Largely this reflects challenges relating to workforce as vacancy levels within social work and occupational therapy reached 20% at times during the year alongside supply constraints in the market. Additional investment that has been agreed and well-developed plans are in place but the external environment surrounding adult social care makes the outcome inter-dependent on factors that are not within the County Council's direct control.
9. In total the overspending on care costs for older people was £9m. If savings risks are excluded on the grounds that these will be realised in 2023/24, there is an underlying pressure of around £5.7m.

Lifelong Services

10. The Lifelong Services budget overspent by £8.5m, with delays in savings realisation of £6.5m being the main factor. The reasons for this were similar to older people and so the additional transformation investment will also support future delivery in this area.
11. When adjusted for the planned savings, the underlying overspend was £2m. Of this, £1.8m was carried forward from 2021/22 and has been managed as part of budget planning for 2023/24, leaving a potential recurring pressure of £0.2m.

Summary

12. The aggregate overspend on care costs was £17.5m, of which £9.8m was due to planned savings. Across the rest of the budget, mitigations of £11.2m were available which helped to fund the shortfall but the majority of these were temporary, for which the primary contributions were
 - £1.2m. Vacancy savings due to turnover and because in-house day services did not start to return to pre-Covid activity levels until the autumn.
 - £2.2m. Adults contingency funding created as part of the 2022/23 fees uplift decision report. Support for providers was delivered without needing to call upon this.

- £1.3m. New pay grades for social workers and occupational therapy. The budget recognised the potential full cost of the arrangements that were introduced in May, whereas staff will reach the top of their new pay scales over a longer period.
- £0.9m. Reduction in the reablement block contract because of capacity constraints facing the provider and as actual activity was below that reduced sum.
- £0.8m. Underspending on community equipment.
- £4.7m. Application of funding within the Improved Better Care Fund.
- £3.0m. Other funding opportunities, including in relation to the Better Care Fund where there was an increase in the County Council's allocation for protection of social care.

13. Following the use of these mitigations, an overspend of £3.4m remained which has been funded through the Covid-19 non-ringfenced grant because of the on-going impacts that the pandemic is still having, particularly in terms of the cost of care.
14. The level of the underlying risk which transfers into 2023/24 is in the region of £5.9m. When combined with savings risks that makes for a challenging outlook, especially as market and workforce impacts are highly unlikely to lessen during the short term.

In-year Revenue Grant Update

15. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year.
16. These additional funds have/will be utilised in accordance with the grant determination.

New In-Year Grant - Name and Details	(£)
Adult Social Discharge Fund – Awarded to enable more people to be discharged to an appropriate setting, prioritise those approaches that are most effective in freeing up the maximum number of hospital beds and to boost general adult social care workforce capacity through recruitment and retention.	£2,752,877
Domestic Abuse Grant – Funding has been granted following the Domestic Abuse Act 2021 becoming law in April 2021 which places duties on Local Authorities to provide support to victims of domestic abuse and their children.	£1,502,321
Grant to Streamline LA Adult Social Care Assessments - To support local authorities with the cost of funding a dedicated productivity lead to review local systems.	£323,063

Proposed Carry Forward Requests

17. A number of carry forward requests have been processed during the closure of the accounts, including the following items within the Adults Services Portfolio:

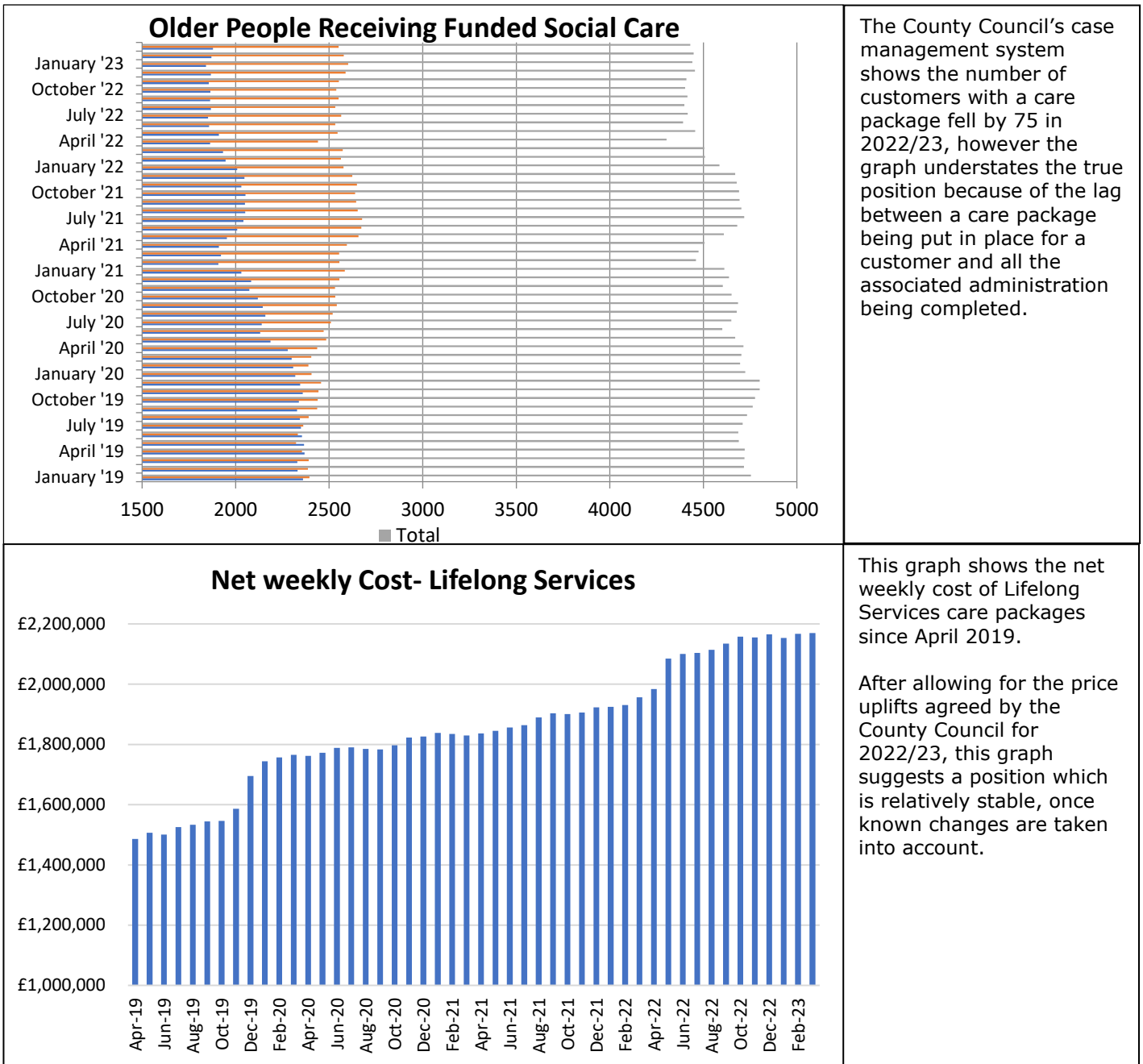
2022/23 Carry Forward Requests	Amount
<p>Domestic Abuse Grant - Domestic Abuse Bill - There have been delays in the use of some of the grant due to the needs assessment and strategy not being completed until January 2022 and further delays in 2022/23 following the change in Domestic Abuse provision (move to Family Safeguarding Model and separate Domestic Violence high risk service) taking priority.</p> <p>Grant funding has currently been confirmed for four years; therefore, it is requested that all unspent funds are allocated into a specific Domestic Abuse Reserve to enable the planned activities to be adequately funded.</p>	<p>£1,276,900</p>
<p>Safety and Wellbeing – Income from the Integrated Care Board to provide funding for two hospital-based Independent Domestic Violence Advocates for three months. A further 12 month’s funding is expected next year to cover 2023/24 and into 2024/25.</p>	<p>£30,000</p>

18. The following carry forward balance from 2021/22 which is currently within reserves also remains available use in 2023/24.

2021/22 Carry Forward Available In 2023/24	Amount
<p>Domestic Abuse Grant - Domestic Abuse Bill. As described above, grant funding has currently been confirmed for four years; therefore, it is requested that all unspent funds are allocated into a specific Domestic Abuse Reserve to enable the planned activities to be adequately funded.</p>	<p>£1,498,174</p>

19. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward reserve and made available to assist the overall financial position.

Cost Driver Information



Savings Delivery Update

- 20. Since 2020/21, a number of planned savings within the Adults Services Portfolio have been significantly impacted by the pandemic. As part of the budget setting process for 2022/23, £9.0m of previously unachieved on-going corporate savings were reviewed to ensure realistic savings plans were in place.
- 21. This review led to the £9.0m of the unachieved 2020/21 and 2021/22 savings being re-cast, with new plans developed for each of the individual saving workstreams. These savings, along with the £6.8m 2022/23 planned savings means that the portfolio has an overall savings target of £15.8m.

Saving Activity	Saving to be Delivered in 2022/23 (£000)	March 2023		Narrative	2023/24 Outlook
Review of in-house residential services	640	640	B	Saving delivered. A decision to close Marjorie Cobby House was made by Cabinet in November 2021 and has now been implemented.	B
Review of Shaw day services	250	250	B	Saving delivered. A decision to close Shaw day services was made by Cabinet in November 2021 and has now been implemented.	B
Increase supply and use of shared lives carers	448	448	B	Saving delivered. Recruitment and training of additional shared lives carers has taken place, which should be the trigger for the delivery of the saving.	B
Community Care (Including Redirecting residential customers to home-based care saving)	8,200	3,087	B	Saving delivered.	B
		5,113	R	Savings for which plans have been prepared for delivery in 2023/24 and 2024/25. This is being supported by additional investment in workforce capacity.	A
Non-residential customers to remain at home with reduced package	1,990	343	B	Saving delivered. Benefits reported by the County Council's reablement provider for the year to date.	B
		1,647	R	Savings that will transfer for delivery in 2023/24. Capacity constraints because of provider staff shortages resulted in fewer additional hours of reablement being delivered than the County Council had procured. Recently the situation has improved with more activity taking place. The outlook for 2023/24 is dependent on whether this can be sustained.	A
Continuing Healthcare	2,060	1,743	B	Saving delivered. Savings from customers where the Sussex Integrated Care Board has taken over responsibility for funding placements.	B
		317	R	Savings for which plans have been prepared for delivery in 2023/24.	A
Placement costs	1,000	1,000	R	Savings for which plans have been prepared for delivery in 2023/24.	A
Occupancy of Shaw contract	1,250	488	B	Saving delivered. Savings from increase in occupancy of the Shaw contract.	B
		762	R	Savings for which plans have been prepared for delivery in 2023/24.	A

Savings Key:

R Significant Risk	A At Risk	G Delivered/ Mitigated In Year	B Delivered On An Ongoing Basis
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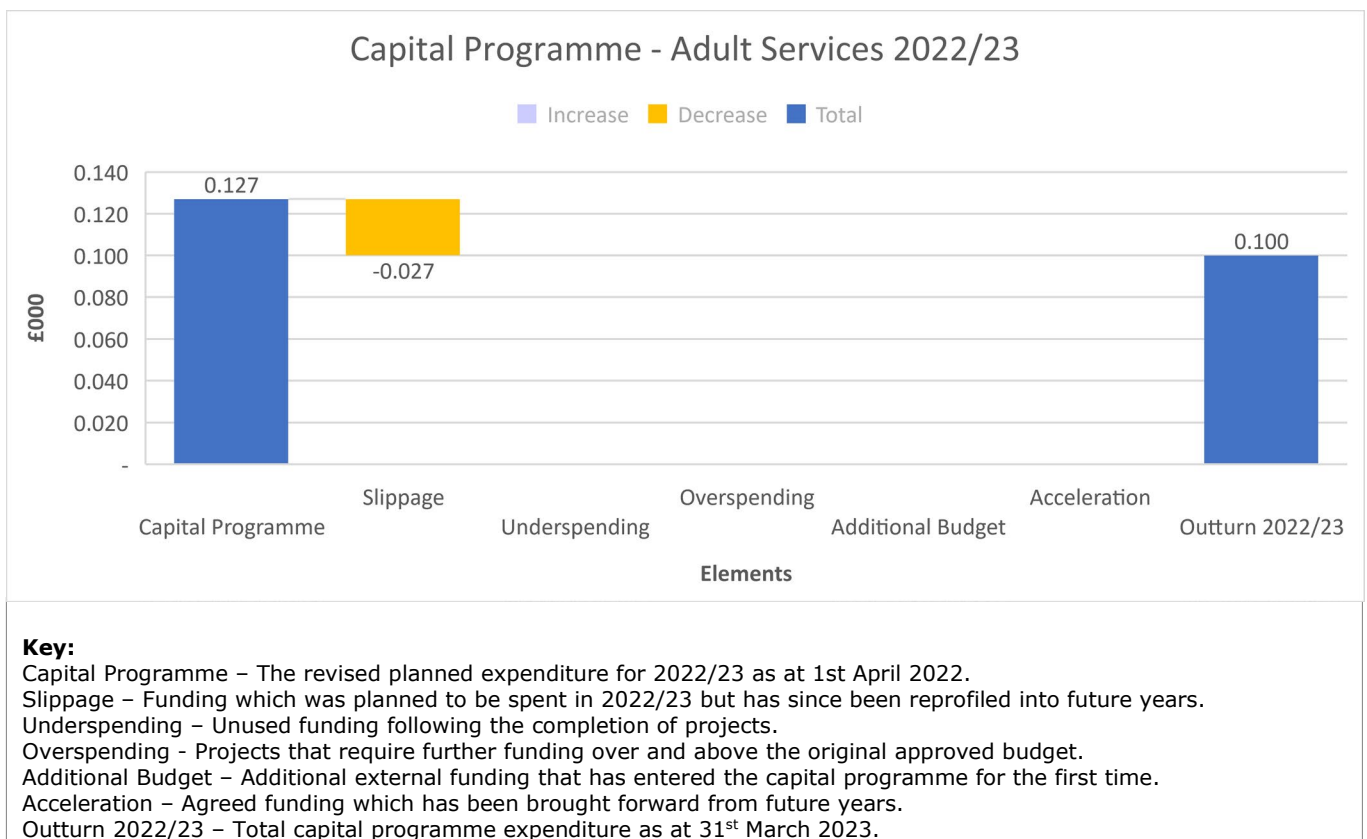
Capital Programme

Performance Summary - Capital

22. There are three schemes within this portfolio which are all within their final retention phase and therefore no longer in delivery. Further details of all the capital schemes are set out in the [Budget Report](#) published in February 2022.

Finance Summary - Capital

23. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £0.127m for 2022/23. During the year, the Adult Services Portfolio spent £0.1m on its capital programme, a reduction of £0.027m when compared to the profiled spend reported in December 2022. Investment in the year focused on the County Council's day centres through the Choices for the Future works at The Laurels, The Rowans and Glebelands.



24. Details of the main movements since December are as follows:

- **Slippage: (-£0.027m). Movement since Q3 report: (-£0.027m)**
 - **Choices for the Future Part B – (-£0.027m)** – Small amount of slippage as costs profiled were slightly different to actuals.

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

Risk

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

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

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

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Children and Young People Portfolio – Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - This summary outlines the focus to evidence the significant improvements made within the service in preparation for the Inspection of Local Authority Children's Services by Ofsted. The Inspection of Local Authority Children's Services (ILACS) took place between 13th and 24th March 2023 and the Ofsted report was published on 11th May 2023. Activity that took place during Q4 included the following actions as part of the Service Improvement Programme.
 - The Senior Leadership Team have maintained a strong focus on the key indicators and evidence base that is required to evidence the improvements required for the ILACS. Management activity has been focused on maintaining the trajectory of improvement in key practice areas and specifically on the timeliness of visiting, the quality of recording, ensuring all cases are allocated and that all staff have regular supervision. This was acknowledged by the inspectors during the visit.
 - The implementation of the Family Safeguarding Model (Phase 2) is well underway. The service has stabilised since the initial implementation phase and the performance continues to improve. The new service model is being embedded, which was acknowledged by inspectors during the ILACS, as dedicated adult service workers (mental health, substance misuse and domestic violence) being introduced into the teams.
 - The Senior Leadership Team have continued to provide a highly visible approach across the teams and have maintained regular improvement activity with regular workshop sessions with all team managers across the service. The quality assurance and performance management frameworks are fully embedded and were acknowledged by Ofsted as being effective and robust.
 - The Workforce Development workstream continues to significantly increase our numbers of permanently recruited staff which will drive down numbers of interim agency staff. The first tranche of recruitment activity in South Africa has been completed and staff are embedded within teams across the service. The service undertook a second tranche as planned in early February 2023 and recruited a further 19 qualified social workers. We expect these workers to arrive by early summer and together with the previous recruitment activity, is ensuring that we will have a stable and permanent workforce going forward.
 - The ILACS inspection report by Ofsted has now been published and a full report of the outcome was made to the full Council on 25th May 2023. The Ofsted report recognises that 'Services for children and families in West Sussex County Council have substantially improved' and that 'a relentless and incremental approach to improving practice has led to significant progress'. The Ofsted judgement confirms the progress made by the Council is substantial and reverses the inadequate judgement of the last ILACS inspection in February 2019. The report makes clear that West Sussex County Council has made 'substantial progress' and there is now, 'a strong, determined and cohesive leadership team' in place. The regulator also acknowledged the progress made across the Council, where the previous 'corporate and political weaknesses have

been addressed'. The overall effectiveness of Children's Services is judged to be 'Requires improvement to be good' with the impact of leaders on the social work practice with children and families judged to be 'Good'.

Our Council Performance Measures

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

Children and Young People		2022/23 Target	Performance Over The Last 3 Periods			DoT
1	Measure: Percentage of re-referrals to Children's Social Care within 12 months of the previous referral Reporting Frequency: Quarterly	22.0%	Sep-22	Dec-22	Mar-23	↗
			A	R	R	
			24.0%	31.0%	26.0%	
Performance Analysis: Mar-23: Service Managers have continued to review re-referrals to understand themes and progress learning with teams. The latest result is the 12-month average for 2022/23. Actions: Service Managers continue to review re-referrals to understand themes and progress learning with teams.						
2	Measure: Percentage of Early Help Plans closed with outcomes met Reporting Frequency: Quarterly	74.0%	Sep-22	Dec-22	Mar-23	↗
			A	A	A	
			69.2%	67.7%	68.0%	
Performance Analysis: Mar-23: There has been an increase in children stepping up into social care but a decrease in disengagement but remaining broadly the same for consent withdrawn. It is hoped that this will reduce as allocation times improve. Actions: Managers continue to review all plans where consent is withdrawn to see if any learning can be drawn from them.						
7	Measure: Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index Reporting Frequency: Quarterly	10.0%	Sep-22	Dec-22	Mar-23	↘
			A	A	R	
			10.1%	10.6%	12.3%	
Performance Analysis: Mar-23: There has been an increase in this measure after a period of stability, although remains broadly in-line with national averages. We have had one external residential provider who have been closing down their homes nationwide which has led to a number of moves out of our control which otherwise would not have taken place. Actions: We have continued positive progression terms of children in permanent foster placements and also now have more children in in-house foster placements than agency placements. Monthly monitoring of children in residential placements is taking place to ensure they are meeting need and supporting children appropriately.						
8	Measure: Support for care leavers to achieve their aspirations – Percentage of care-leavers aged 17-21 who are in Employment, Education or Training Reporting Frequency: Quarterly in arrears	64.0%	Jun-22	Sep-22	Dec-22	↗
			G	G	G	
			64.0%	65.0%	66.0%	

Children and Young People		2022/23 Target	Performance Over The Last 3 Periods			DoT
<p>Performance Analysis: Mar-23: We have seen a further improvement with 18 more young people now in education, employment or training. We have also recruited 2 care leavers to apprenticeship post who have started roles in the Voice and Participation service. We are still awaiting information on about 60 care leavers for the end of year figure. However, it is forecast that year-end results will remain in the region of 66%</p> <p>Actions: We have a Personal Advisor (PA) who is leading on tracking and supporting other PA's around young people who are Not in Employment, Education or Training (NEET) and have a number of developments for improving these, including running the Bridging the Gap Programme, meeting someone from Care Leavers Covenant and working in partnership with Crimsham Farm who offer education and training opportunities and we are also setting up a working group to look at supporting our specific cohort of asylum-seeking young people with access to education and employment in light of some geographic discrepancies, including exploring an option to work with the Hummingbird Project for asylum seeking young people based in Brighton.</p>						
9	<p>Measure: Positive outcomes on child protection in 12 months - percentage of Child Protection Plans that result in 'step-down' within 12 months</p> <p>Reporting Frequency: Quarterly</p>	83.0%	<p>Sep-22</p> <p>R</p> <p>67.0%</p>	<p>Dec-22</p> <p>R</p> <p>53.0%</p>	<p>Mar-23</p> <p>R</p> <p>58.0%</p>	<p>↗</p>
	<p>Performance Analysis: Mar-23: We continue to work on this outcome and have seen an improvement compared to Dec 2022. Children subject to child protection plans over 12 months are scrutinised by managers.</p> <p>Actions: There is ongoing work to identify any trends which may be contributing to the increase in number of child protection plans, however the numbers remain within a normal range.</p>					

Finance Summary

Portfolio in Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 Pandemic Expenditure. High-cost external residential placements (£2.6m) and overseas social worker project (£0.7m).	£3.370m	Use of non-ringfenced Covid-19 grant.	(£3.370m)	
Placement costs for Children We Care For (mainstream).	£11.381m	In-house residential staffing underspend.	(£1.181m)	
Care at home and transport costs for Children with Disabilities, including increase in Direct Payments average cost.	£1.970m	Early Help staffing underspend.	(£1.342m)	
Delays in saving delivery – Local House Project.	£1.000m	Reduction in Intentionally Homeless families requiring accommodation support.	(£0.539m)	
One-off implementation costs and part-year adult staffing costs for Family Safeguarding - DFE funding not awarded.	£0.131m	Review of child psychology arrangements.	(£0.700m)	
Family Safeguarding – additional agency staffing.	£0.306m	Delays in appointing to new posts within the Fostering Service redesign.	(£0.500m)	
Family Safeguarding –Section 17 and Children We Care For Non-Placement Costs.	£0.263m	Business support vacancies.	(£0.266m)	
Fostering allowance inflationary pressure.	£0.300m	Other minor variations.	(£0.504m)	
King's Counsel legal costs.	£0.150m			
Children and Young People Portfolio - Total	£18.871m		(£8.402m)	£10.469m

Key Financial Issues and Risks Arising

Narrative	Cost Driver	Baseline	Q1	Q2	Q3	Q4	Action	Trajectory
<p>Despite the overall number of Children We Care For being lower than forecast during budget setting, there are more children than budgeted for in more costly external residential placements than budgeted for.</p> <p>This is leading to a pressure on the placement budgets. Baseline shows the % upon which the budget was set.</p>	% mainstream children in external residential placements	10.8%	14.3%	15.1%	15.1%	15.0%	↔	↔
							<p>At the end of March 2023, there were 28 more children placed in external residential than the number on which the budget was set. This alone adds a pressure of c£7m to the placement budgets. However, when also taken into account with the expenditure on external placements costing more than £9k per week and the number of unique care and support arrangements which have had to be arranged, then the full scale of the budget pressure is £14m.</p>	

Key:

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

Financial Narrative on the Portfolio's Position

3. The 2022/23 financial outturn position for the Children and Young People Portfolio is an overspend of £10.469m. This is a reduction of £2.131m when compared to the £12.6m overspend forecast in December. The main movements during this quarter relate to an increase of £0.6m for residential placements and the allocation of £2.630m of Non-Ringfenced Covid-19 Grant to fund the in-year high-cost external residential placements.
4. The Portfolio's financial pressure has been largely driven by the type and cost of placements for Children We Care For (CWCF). Despite the number of Children We Care For being consistently lower throughout the year than demand modelling predictions, the increase in the complexity (particularly in emotional wellbeing and mental health needs) of our children means that an overspend of £14m was the outcome against placement budgets before the use of the use of the Covid-19 grant.
5. As previously reported, there are three primary reasons for the level of overspend within the placements budget in 2022/23:
 - The mix of placement types continues to be significantly different from that assumed in the demand modelling,
 - The number of external residential placements at significantly higher than average cost, and
 - A number of unique high-cost care arrangements which have had to be put in place. These types of placements are volatile by the very nature of the issues being managed and it is not possible to predict them.

6. The updated table below shows the position against each of these areas.

Type of Placement (Excluding Asylum)	Based on Values As AT The End Of March 2023				CWCF Variation	2022/23 Overspend (£)
	Budgeted Number of Children We Care For (CWCF)	Budgeted Average Weekly Cost (£)	Current Number of Children We Care For (CWCF)	Current Average Weekly Cost (£)		
External Residential *	82	£4,474	110	£5,558	28	£7,003,000
Independent Fostering	213	£963	204	£1,050	-9	(£657,000)
Independent Parent & Child Fostering	5	£1,450	9	£1,375	4	£60,000
In House Fostering	214	£386	217	£417	3	(£62,000)
In House Parent & Child Fostering	2	£731	3	£1,091	1	£100,000
Kinship	99	£209	72	£222	-27	(£182,000)
Placed for Adoption/Placed with Parents	61	£0	45	£0	-16	£0
External Residential Family Unit	3	£3,958	1	£3,279	-3	(£214,000)
Secure Unit	2	£7,211	3	£7,583	1	£329,000
Other Placement Types	80	N/A	72	N/A	-8	N/A
SUBTOTAL	761		735		-26	£6,377,000
External Residential - Additional Costs. 20 of the External Residential cases (included in the table above), have cost significantly more than the average placement rate. The extra cost of these placements over the average £5.6k per week is reported separately. The weekly cost of these 20 placements range from £9.3k to £16.8k.						£2,630,000
Unique Cost and Support Arrangements for specific CWCF. Costs range between £8.8k and £51.2k per week. High-cost placement arrangements generally do not last for extended periods of time. The average in year was 33 days, with the shortest period being one day and the longest being 138 days.						£5,004,000
TOTAL						£14,011,000
Note: * There are 110 CWCF External Residential placements as at the end of March. This cohort includes 19 children whose placements cost in excess of £9k per week (statistical outliers). The £7.0m overspend reported as External Residential only includes up to £5.5k of these costs to demonstrate a comparable average unit cost against the budget set. The cost over the £5.5k for these 19 children (£2.6m), is shown separately to illustrate the financial impact of these specific cases.						

7. Care at home and transport costs for children with a disability – including Direct Payments, have overspent by £1.970m. This overspend is due to:

- The number and type of care at home packages which have been required to prevent family breakdown or when it has been agreed that the child does need to become looked after but there are no suitable placements available, and
- The rising cost of Direct Payments.

8. Some in-year underspends have provided mitigation relief to the Portfolio. As previously reported, a number of staffing positions within the Early Help Service remained vacant for the majority of the year which resulted in an underspend of £1.342m. However, recruitment to vacancies was much improved towards the end of the financial year, therefore this level of underspend is not expected to continue into 2023/24.

9. Staff recruitment issues have also been experienced within the County Council-run Children's Residential Service, leading to an underspend of £1.181m. Due to these difficulties, one of the remodelled homes, a three-bedded unit, has not

yet become operational. The ongoing issues with staff recruitment is of concern, both for the service provision in 2023/24 and for the Residential Service Strategy in respect of any new homes which may be proposed in the future.

10. Despite the ongoing impact of the pandemic and the cost-of-living crisis, for much of the year the numbers of Intentionally Homeless Families requiring support remained relatively static. This has led to an underspend of £0.539m against this budget. It should be noted that there was an increase of nine families being supported between December 2022 and March 2023, but it is too early to determine whether this is an emerging trend.
11. It should be noted that the majority of savings planned for 2022/23 have been delivered during this challenging year. The key exception to this is the Local House Project, which was delayed and did not formally launch until January 2023. Given the delayed start, none of the £1m savings anticipated was delivered in 2022/23 but full savings are expected to be achieved in 2023/24.

Children First Improvement Plan

12. 2022/23 was the final year of the specific additional funding towards the Children's improvement journey. Temporary funding of £0.765m was provided alongside the ongoing permanent funding of £5.373m, and all of this funding was used to support the Improvement Plan and in preparation of the full Ofsted Inspection which took place in March 2023.

Outlook For 2023/24

13. The Portfolio budget remains subject to significant risk in 2023/24, with the biggest pressure continuing to be the number, type, and cost of placements for CWCF. The Children's Leadership Team have an ambitious plan to reduce the proportion of Children We Care For placed in external residential from 15% to 10% by the end of 2024/25, however progress has been limited to date. Both the Independent Review of Children's Social Care and the Competition and Markets Authority Review have reported that the children's placement market is "broken", and the National Statistics Fostering in England Report 2021/22 highlights that the number of approved mainstream fostering places has decreased by 5% since 2018. As recently as March 2023, a national residential care provider announced a change to their business model which leads to the closure of 27 children's residential homes, removing over 100 beds from the national market. More locally, a regional initiative to commission up to 20 new placements in West Sussex for Children We Care For with complex needs is currently on pause due to a lack of interest from prospective bidders. All of this highlights a market where the conditions are increasingly extremely challenging.
14. Although the placements budgets were permanently increased by £3.9m in 2023/24, with up to a further £10m available in General Contingency in recognition of the temporary pressures being experienced, initial forecasts based on the cohort of children and young people being supported at the beginning of March 2023 would indicate that an additional £16.5m would be required. However, while using such early data can give a reasonable indication of a "no change" scenario, it can also be misleading as it cannot take into account the impact of changes which are not yet known.

15. Looking ahead to savings planned for 2023/24, there is one saving which is currently at risk. The £0.8m Family Safeguarding saving is due to be delivered through demand reduction as a result of fully implementing the model. The £0.8m breaks down to £0.5m against placement budgets due to a reduction in the number of children under the age of 12 entering care, and £0.3m against staffing budgets as the projected reduction in demand will enable the release of temporary additional workers. As of March 2023, the Family Safeguarding model is being implemented but the service has been unable to recruit all of the specialist adult practitioners into the teams as planned. Recruitment continues and the service expects to complete the recruitment later in the year. The level of risk to the Family Safeguarding savings depends on how long this situation remains
16. The 2023/24 financial year is likely to be an extremely difficult year for Children’s Services to both maintain progress to date and continue on their improvement journey and deliver a balanced budget.

In-year Revenue Grant Update

17. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year. These additional funds have/will be utilised in accordance with the grant determination.

Additional In-Year Grants - Name and Details	(£)
Child Asylum Seekers Grant – Grant funding value is based on the number of children receiving support.	£1,031,000
Supporting Families Grant - Previously known as the Troubled Families Programme, this funding is used to provide help to vulnerable families with multiple and complex problems to prevent them from escalating into crises.	£513,000

Proposed Carry Forward Requests

18. A number of carry forward requests have been processed during the closure of the accounts, including the following item within the Children and Young People’s Portfolio:

2022/23 Carry Forward Requests	Amount
CYP Emotional Wellbeing & Mental Health Keyworker Programme – Funding received in February 2023 to support children's emotional wellbeing and mental health over a two-year timeframe.	£255,000

19. The following carry forward balance from 2021/22 which is currently within reserves also remains available use in 2023/24.

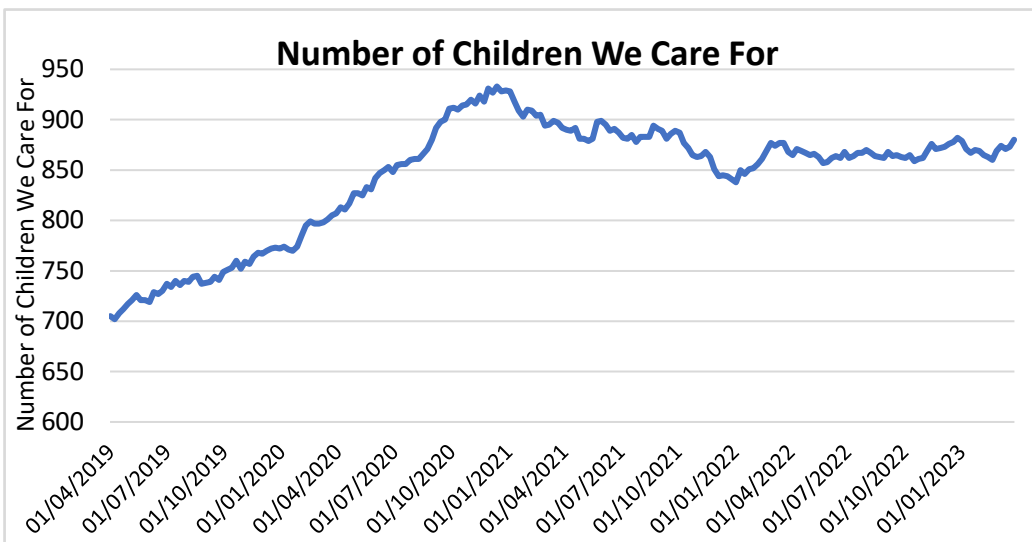
2021/22 Carry Forward Available In 2023/24	Amount
West Sussex Safeguarding Children’s Partnership Funding – Funds are required to continue with the improvement plan which is currently underway.	£80,000

20. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward reserve and made available to assist the overall financial position.

Covid-19 Expenditure Update

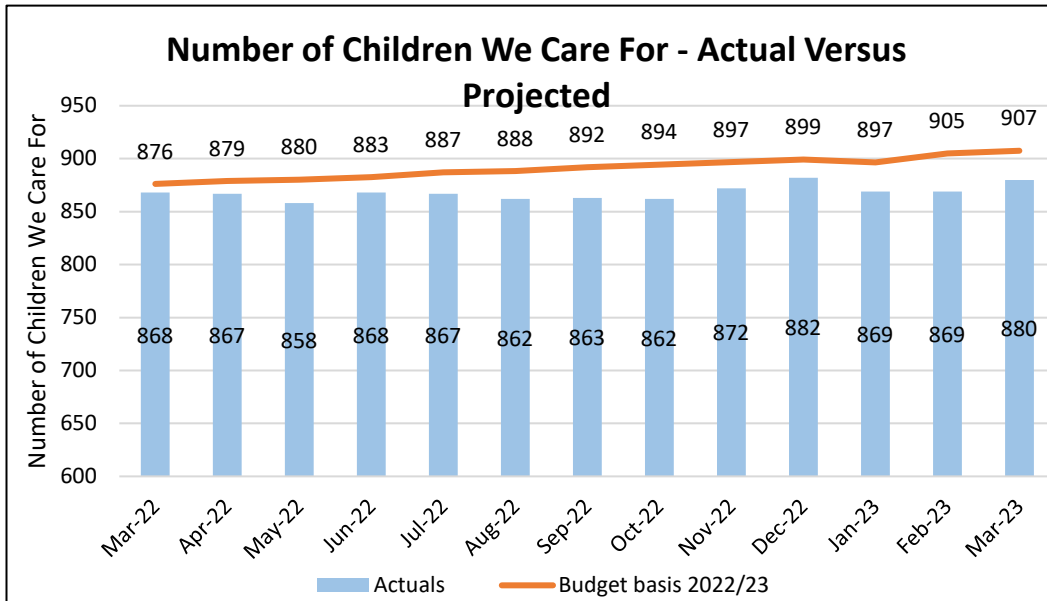
21. Within the Children’s and Young Peoples Portfolio, a project to recruit qualified social workers from overseas to assist the recruitment and retention challenges within social care has commenced. To date, 29 qualified and experienced social workers from South Africa have started their employment with the County Council.
22. Following on from this success, the Children’s Leadership Team have undertaken a second round of social worker recruitment and have had 19 employment offers accepted. It is expected that these new recruits will be in a position to join the organisation during the summer of 2023.
23. The projected cost to recruit these two cohorts is estimated to be around £1.324m, with £0.740m utilised in 2022/23 and £0.584m earmarked to be drawn in 2023/24.
24. Further eligible Covid-19 expenditure has been identified within the Children and Young People’s Portfolio relating to the increased cost of care provision due to the growing complexity of children’s mental health and wellbeing. Grant funding of £2.630m has been allocated to the high-cost external residential placements budget to acknowledge the pandemic’s impact.

Cost Driver Information



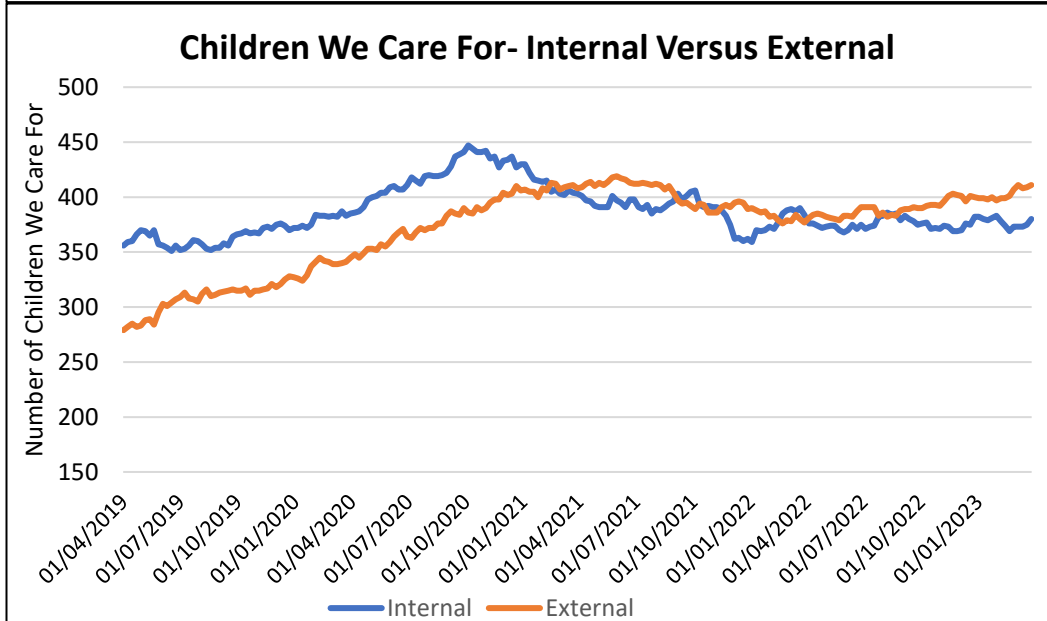
This graph shows the total number of Children We Care For placements since April 2019.

At the end of March 2023, the total number of Children We Care For was 880. This compares with 868 at the same point last financial year.

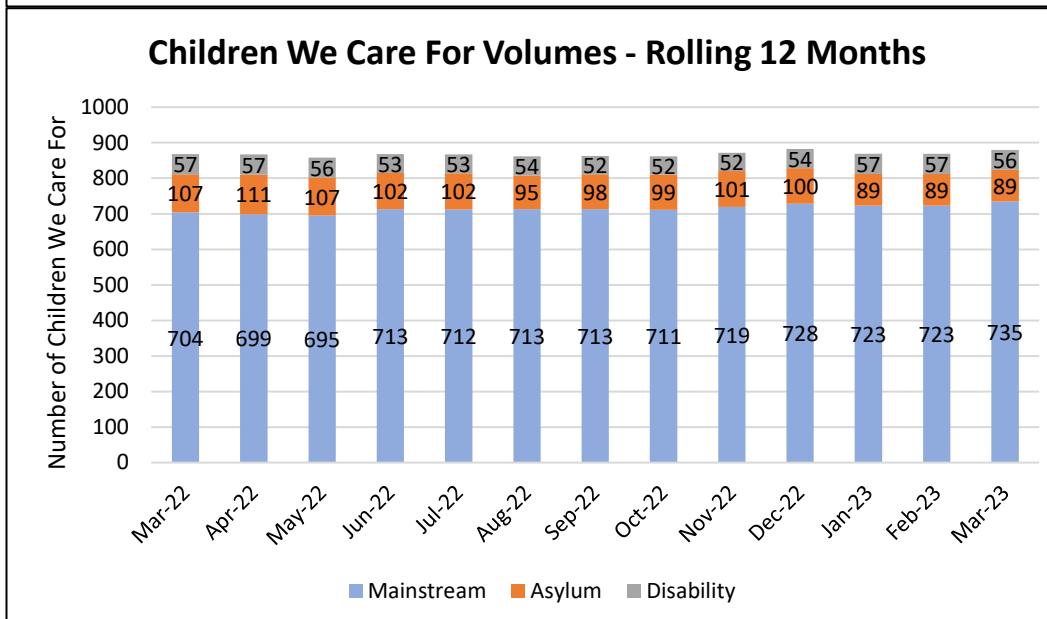


This graph shows the number of Children We Care For (excluding Asylum) placements compared to the budgeted expectation.

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



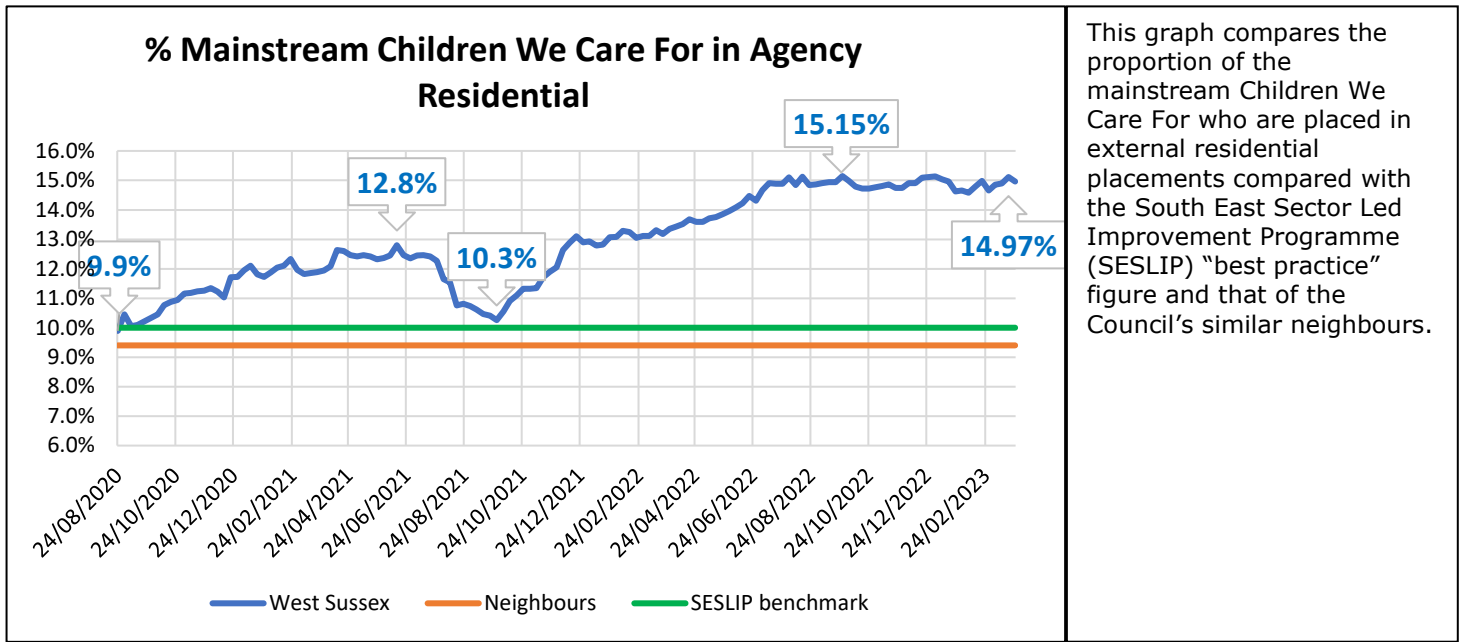
This graph shows the internal and external placement mix of Children We Care For since April 2019.



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

- Mainstream placements
- Asylum seeking children and,
- Children with learning disabilities.

The Council's revised allocation of Unaccompanied Asylum-Seeking Children (UASC) under the National Transfer Scheme is 177. As at the end of March 2023, the number of Unaccompanied Asylum-Seeking Children was 89.



Savings Delivery Update

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

Saving Activity	Savings to be Delivered in 2022/23 £000	March 2023		Narrative	2023/24 Outlook
		Delivered	Status		
National House Project	1,000	1,000	R	The House Project has been affected by delays in being able to recruit to key posts within the project. Based on the revised plan, the first young person is now expected to move into their tenancy during Q1 2023/24. Given this, it is realistic to expect that the majority of the £1m savings will be delivered in 2023/24.	G
In-house Residential Programme: Reduced independent placement costs	300	300	G	Delays in re-opening Blue Cove (formerly May House), a three bedded unit mean that the permanent delivery of this saving will be delayed into 2023/24. The saving is mitigated in 2022/23 however, through underspending within the residential staffing budget given the current problems being experienced in recruiting sufficient staff to be able to safely re-open.	G
Improved Commissioning for Children's Social Care Service: Improved Joint Commissioning	400	400	B	Saving delivered.	B
Improved Commissioning for Children's Social Care Service: Under 16's Step Down to Fostering	700	700	B	Saving delivered.	B
Improved Commissioning for Children's Social Care Service: Over 16's Step Down from Residential	500	500	B	Saving delivered.	B

Saving Activity	Savings to be Delivered in 2022/23 £000	March 2023		Narrative	2023/24 Outlook
Improved Commissioning for Children's Social Care Service: Over 16's Recommissioning	100	100	B	Saving delivered.	B
Early Help Restructure	200	200	B	Saving delivered.	B

Savings Key:							
R	Significant Risk	A	At Risk	G	Delivered/ Mitigated In Year	B	Delivered On An Ongoing Basis

Capital Programme

Performance Summary - Capital

26. There are nine schemes within this portfolio. All five schemes in delivery are rated amber, indicating that there is an issue influencing the project, but that the issue can be dealt with by the project delivery team. For schemes are in retention. An update on the progress of the schemes are detailed in the table below:

Scheme	RAG Status at March 2023	Reason	Latest RAG Status	Updated Position
Extensions and adaptations to foster carer properties	AMBER	CYPL are expected to make an offer of grant funding to two WSCC foster carers who care for three children.	AMBER	A further application is in train, although a change request will likely be required.
High Trees Children's Home	AMBER	Time delay as the Planning Authority has requested an extension due to ecology and water neutrality issues. Dependency with Teasel Close regarding decant sequencing.	AMBER	New planning determination date is now 5 th May 2023 which impacted the planned tender date of April 2023.
Orchard House Children's Home	AMBER	Contact Centre – Contract awarded. Delivery Programme to be agreed with Contractor. Lodge/House - Pre-start meeting held. Planning for access road not yet granted.	AMBER	Ongoing issues with construction site to the rear (Court Meadow) which is impacting resources.
Teasel Close Children's Home	AMBER	Time delay as the Planning Authority has requested an extension due to ecology and water neutrality issues. Dependency with High Trees.	AMBER	New planning determination date is now 5 th May 2023 which impacted the planned tender date of April 2023.
West Green Family Time Hub	AMBER	Planning permission was granted in March 2023 and RIBA 4 design almost complete. There is a delay to the tender launch due planning permission outstanding for the linked projects at 40 Teasel Close and High Trees /18 Teasel Close.	AMBER	The new planning determination date for 18 Teasel Close / High Trees is expected in May 2023.

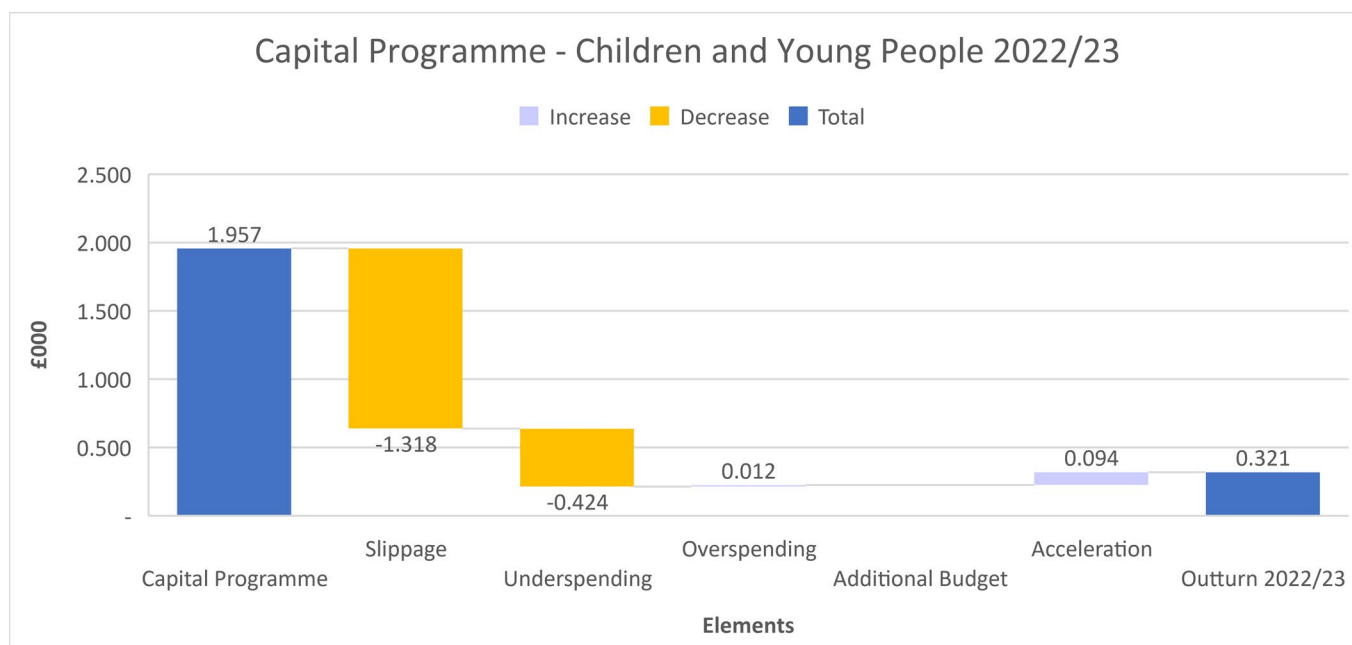
27. A number of capital schemes have completed during the 2022/23 financial year, these include:

Month Completed	Project	Location	Description
May 2022	Children's In-House Phase 1 – Brightstar (Cissbury Lodge)	Worthing	Improvement works - the creation of two wings - one for children with complex health needs and one for learning disabilities.
May 2022	Children's In-House Phase 1 – Blue Cove (May House)	Worthing	Internal and external reconfiguration and refurbishment to provide suitable accommodation for young people with complex needs.
May 2022	Children's In-House Phase 1 – Breakwater (Seaside)	Adur	Internal and external reconfiguration and refurbishment to provide suitable accommodation for children on the edge of care.

Finance Summary - Capital

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

29. During the year, the Children and Young People's Portfolio spent £0.321m on its capital programme, a reduction of £0.428m when compared to the profiled spend reported in December 2022. Investment in the year focussed around the County Council's children's homes including Orchard House and Cissbury Lodge.



Key:

- Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
- Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
- Underspending – Unused funding following the completion of projects.
- Overspending – Projects that require further funding over and above the original approved budget.
- Additional Budget – Additional external funding that has entered the capital programme for the first time.
- Acceleration – Agreed funding which has been brought forward from future years.
- Outturn 2022/23 – Total capital programme expenditure as at 31st March 2023.

30. Details of the main movements since December are as follows:

- **Slippage: (-£1.318m). Movement since Q3 report: (-£0.449m).**
 - **Orchard House – (-£0.305m)** – Construction will now commence in 2023/24 therefore expenditure has been reprofiled.
 - **High Trees – (-£0.048m)** – This project is interconnected with other service projects and cannot start until they are completed therefore this project will commence in early 2023/24.
 - **Teasel Close – (-£0.031m)** - This project is interconnected with other service projects and cannot start until they are completed therefore this project will commence in early 2023/24.
 - **Extensions and adaptations to foster carer properties – (-£0.038m)** - Project is currently on hold due to high-cost estimates being received and will be revisited in the new financial year.
- **Underspending: (-£0.424m). Movement since Q3 report: £0.000m.**
- **Overspending: £0.012m. Movement since Q3 report: £0.012m.**
- **Acceleration: £0.094m. Movement since Q3 report: £0.009m.**

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

Risk

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

33. Although there were no overall changes to the scores during the period 1st January – 31st March 2023, a number of updates have arisen since this time and are included within the Corporate Risk Register Summary in **Appendix 4** and summarised below. These updates will be presented to the Regulation, Audit and Accounts Committee at their next meeting on 17th July 2023.

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	10
CR69	Children's Services have now moved out of special measures as a result of the recent Ofsted inspection. However, ILACS have outlined areas that require further development. If the Council stall in their efforts to implement the planned improvements, there is a risk that the service will fail to progress all areas to a 'good' rating within a sustainable timeframe.	15	10

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>	12	8

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

Learning and Skills Portfolio - Summary

Performance Summary

- The Portfolio has a number of performance highlights to report this quarter:
 - Ofsted inspections of schools continue to provide positive outcomes leading to over 93% of West Sussex children attending Good or Outstanding schools. Work is being done using the new schools MIS system to better collate and analyse school attendance and to establish a multi-disciplinary attendance team to support schools in tackling persistent absence.
 - The draft Education and Learning Strategy 2022-25 has now been shared among partners along with a planned programme of engagement in co-creating detailed workstreams and action plans to drive forward key initiatives. Our focus on tackling disadvantage and supporting the achievement of our most vulnerable children including those with SEND, in care or subject to exploitation or involved in crime is a key priority. This involves improving provision with our schools, targeting additional support, and ensuring sufficient specialist support for those children with SEND either in our mainstream schools or those specialist settings meeting the needs of our more complex students
 - We are actively preparing for an imminent Ofsted inspection of our Adult Community Learning and also for a Local Area SEND 7 Alternative Provision inspection later in the year.

Our Council Performance Measures

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

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT
21	<p>Measure: The percentage of young people attaining Grade 4 and above for Maths and English GSCE by age of 16 years old</p> <p>Reporting Frequency: Annually (October)</p>	67.5%	2020/21	2021/22	2022/23	↓
	G		G	G		
			72.2%	75.2%	69.6%	
<p>Performance Analysis: Mar-23: Due to the impact of the Covid-19 pandemic, most exams and assessments did not take place in the 2019/20, or 2020/21 academic years. The government also announced that it would not publish school or college level results data on Compare school and college performance (also commonly referred to as school and college performance tables) in autumn 2020 or autumn 2021, and that this data would not be used to hold schools and colleges to account.</p> <p>The DfE have also made clear that results data from 2020/21 will not be used in school and college level performance measures in future years. The 2022 data shows that West Sussex has a much higher percentage of 4+ in English and Maths compared to England (64.4%) but a little lower than the South East (70.9%) and our statistical neighbours (70.31%). Latest National Rank</p>						

Agenda Item 4
Annexe B Section 3

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT
= 60 and West Sussex is in Quartile B						
<p>Actions: The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement.</p>						
25	<p>Measure: Percentage of schools with OFSTED rating 'good' or 'outstanding'</p> <p>Reporting Frequency: Quarterly</p>	90.0%	Sep-22	Dec-22	Mar-23	→
			A	G	G	
			88.4%	91.4%	91.4%	
<p>Performance Analysis: Mar-23: The total for West Sussex schools that are judged good or outstanding, excluding those to be inspected as an academy in the current framework, is at 91.4% For March 2023, the percentage for each school phase is: Primary Schools = 88.0%; Secondary Schools = 94.4%; Special Schools = 100%.</p> <ul style="list-style-type: none"> 6 schools retained their rating of Good 1 school which had been rated Good has now been rated as Requires Improvement <p>For all inspected schools, as of February 2023:</p> <ul style="list-style-type: none"> West Sussex percentage of Good/Outstanding in all schools, 91.61% is ranked 50 in the country and is in Quartile B. The positive gap to England is 3.15%. West Sussex percentage of Good/Outstanding in Primary schools, 90.31% is ranked 89 in the country and is in Quartile C. The positive gap to England is 0.46%. West Sussex percentage of Good/Outstanding in Secondary schools, 97.44% is ranked 15 in the country and is in Quartile A. The positive gap to England is 16.98%. <p>Actions: The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement.</p>						
26	<p>Measure: Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools</p> <p>Reporting Frequency: Quarterly</p>	89.0%	Sep-22	Dec-22	Dec-22	↗
			G	G	G	
			90.2%	93.6%	94.2%	
<p>Performance Analysis: Mar-23: The total for West Sussex pupils in schools that are judged good or outstanding, excluding those to be inspected as an academy in the current framework, has increased slightly to 94.2%.</p> <p>For March 2023, the percentage for each school phase is as follows: Primary Schools = 90.6%; Secondary Schools = 98.6%; Special Schools = 100%.</p> <ul style="list-style-type: none"> 6 schools retained their rating of Good 1 school which had been rated Good has now been rated as Requires Improvement <p>For all inspected schools, as of February 2023:</p> <ul style="list-style-type: none"> West Sussex percentage of Pupils in All Good/Outstanding schools, 93.85% is ranked 34 in the country and is in Quartile A. The positive gap to England is 6.69%. West Sussex percentage of Pupils in Primary Good/Outstanding schools, 90.51% is ranked 89 in the country and is in Quartile C. The negative gap to England is -0.14%. West Sussex percentage of Pupils in Secondary Good/Outstanding schools, 97.93% is ranked 14 in the country and is in Quartile A. The positive gap to England is 15.5%. <p>Actions: The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement.</p>						

Learning and Skills		2022/23 Target	Performance Over The Last 3 Periods			DoT
27	<p>Measure: Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2</p> <p>Reporting Frequency: Annually (October)</p>	68.0%	2018/19	2019/20	2022/23	↓
			G	A	R	
			61.8%	62.7%	55.0%	
<p>Performance Analysis: Mar-23: For Key Stage 2 in 2022 SATS results have been released nationally and the picture is lower than in 2019, mainly due to the Covid-19 pandemic having an adverse effect on students, especially in Writing. West Sussex is lower than national and south east in most subjects, especially writing (and, therefore, Reading, Writing and Maths (RWM) Combined). West Sussex is in line with national outcomes for reading but 4% below national for writing. All areas have got a lower percentage, England and the South East was 59%, in RWM at expected standards compared to before the pandemic and this is particularly the case across the board in writing results. We have a marked trend of underachievement in writing. It is entirely teacher assessed. West Sussex manage the moderation of the writing. This will need to be evaluated as a process. It affects all groups of pupils, and it must be a priority to understand the reasons lying behind this underachievement and to address the root causes.</p> <p>Actions: The local authority provides a programme of professional development for teachers and school leaders including work on curriculum, assessment and raising expectations. The annual conversation held with all schools identifies where schools may have underperformance and targeted visits and consultancy support is provided to those schools where performance and achievement is requiring improvement. Additional school led improvement projects are used to support schools in difficulty, where teaching and leadership requires additional support to improve, and where outcomes for pupils are too low.</p>						
28	<p>Measure: Average attainment 8 score of students at Key Stage 4 including English and Maths</p> <p>Reporting Frequency: Annually (October)</p>	48.3	2020/21	2021/22	2022/23	↓
			G	G	G	
			50.3	51.6	49.1	
<p>Performance Analysis: Mar-23: Due to the impact of the Covid-19 pandemic, most exams and assessments did not take place in the 2019/20, or 2020/21 academic years. The government also announced that it would not publish school or college level results data on Compare school and college performance (also commonly referred to as school and college performance tables) in autumn 2020 or autumn 2021, and that this data would not be used to hold schools and colleges to account. The DfE have also made clear that results data from 2020/21 will not be used in school and college level performance measures in future years. Data for 2022 shows that West Sussex has a higher attainment 8 score compared to England (47.2) and our statistical neighbours (49.06) but a little lower than the South East (50.1). Latest National Rank = 57 and West Sussex is in Quartile B.</p> <p>Actions: To improve performance, all secondary schools in the county have taken specific actions to address any areas of concern such as develop action plans, share practice with other schools, become examiners. The council brokers individual support for maintained and some academy schools that are vulnerable in some way through Area Inclusion Improvement Board (AIIB).</p>						
29	<p>Measure: Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2</p> <p>Reporting Frequency: Annually (October)</p>	20.0%	2018/19	2019/20	2022/23	↓
			G	A	R	
			23.4% (Target in 2018/19: 24%)	25.3% (Target in 2019/20: 24%)	24.0%	
<p>Performance Analysis: Mar-23: For Key Stage 2 in 2022 SATS results have been released nationally and the picture is lower than in 2019, mainly due to the Covid-19 pandemic having an adverse effect on students, especially in Writing. However, results show that the disadvantaged gap is only 1% worse than national (23%) but is 3% narrower than the South East (26%). We have a marked trend of underachievement in writing. It is entirely teacher assessed. West Sussex manage the moderation of the writing. This will need to be evaluated as a process. It affects all groups of pupils, and it must be a priority to understand the reasons lying behind this underachievement and to address the root causes.</p> <p>Actions: Closing the gap that exists between disadvantaged students and their non disadvantaged peers remains a key priority nationally and for the local authority. As part of the Covid-19 recovery plan, the government have provided a national tutoring programme to provide additional support for children who may have fallen behind along with access to computers for those disadvantaged pupils who had more restricted access to technology at home. The local authority is not engaged in this directly as the relationship has been established directly between central government and schools. West Sussex County Council has provided a broad programme of professional development and support to schools which has included training courses, networks and a school to school led programme of training and support, targeted at those schools with a high differential between outcomes for disadvantaged and their non disadvantaged peers. This has involved an external partner.</p>						

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

Finance Summary

Portfolio In Year Pressures and Mitigations (Local Authority)

Pressures	(£m)	Mitigations and Underspending	(£m)	Year End Budget Variation (£m)
Covid-19 Pandemic Expenditure - College placements and delayed Educational Psychologist assessments.	£0.290m	Use of non-ringfenced Covid-19 grant.	(£0.290m)	
Mainstream Home to School Transport costs due to a number of factors including increased growth and inflationary pressures.	£1.445m	Net staffing underspending - vacancies within Educational Psychology Service, School Crossing Patrol and SEND and Inclusion Service.	(£0.288m)	
SEND Home to School Transport costs including increasing Alternative Provision transport costs and internal escort provision.	£1.305m	Other minor variations.	(£0.160m)	
Post-16 Home to School Transport.	£0.053m			
Adult Education Contract overspend following Aspire West Sussex entering administration.	£0.442m			
Undelivered saving relating to traded services, following the DfE announcement that LA's will no longer be able to provide the role of Appropriate Body for Early Career Teachers and shortfall in Leadership and Governance income.	£0.150m			
Crawley Schools PFI – Inflation pressure.	£0.516m			
Learning and Skills Portfolio - Total	£4.201m		(£0.738m)	£3.463m

Dedicated Schools Grant - Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year End Budget Variation (£m)
High Needs Block: Initial estimated budget deficit identified during 2022/23 budget setting	£6.000m	Early Years Block: Underspend on Early Year Providers and Centrally Retained services.	(£1.603m)	
High Needs Block: Independent and Non-maintained Sector Placements	£4.363m	School Block: Underspend on Growth Fund,	(£0.169m)	
High Needs Block: Cost of temporary accommodation	£1.074m	School Block: Underspend within Schools in Financial Difficulties and other General Duties services.	(£0.274m)	
High Needs Block: Post-16 Further Education Colleges	£0.794m	High Needs Block: Underspend on Alternative Provision and Support for Schools.	(£0.897m)	
High Needs Block: Post-16 Independent Specialist Providers	£1.381m	High Needs Block: Underspend on Schools Block Transfer.	(£0.794m)	
High Needs Block: Exceptional Needs Funding and Top-Ups	£1.262m	Central Block: Support for Schools underspending.	(£0.260m)	
High Needs Block: Specialist Support	£5.996m			
Dedicated Schools Grant - Total	£20.870m		(£3.997m)	£16.873m

Significant Financial Issues and Risks Arising (Local Authority)

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Q4	Action	Trajectory
Destination mix of pupils with an Education, Health and Care Plan (EHCP) receiving transport Approximately one third of our children with an Education, Health and Care Plan (EHCP) also receive transportation to their school.	No. of pupils with EHCP transported to a mainstream school / SSC	212 (10.1%)	211 (9.9%)	191 (9.0%)	209 (9.4%)	211 (9.3%)	↔	The number of complex cases continues to increase and current special school places have now reached full capacity leading to increased places in independent sector. Increasing the number of children being educated in the independent sector and away from their communities also increases the cost+P27s of transport.
	No. of pupils with EHCP transported to a special school	1,316 (62.8%)	1,328 (62.3%)	1,346 (63.3%)	1,391 (62.7%)	1,409 (62.1%)	↘	
	No. of pupils with EHCP transported to independent placements	549 (26.2%)	568 (26.7%)	571 (26.8%)	594 (26.8%)	623 (27.5%)	↗	
	No. of pupils with EHCP transported to other placements	18 (0.9%)	23 (1.1%)	17 (0.8%)	25 (1.1%)	25 (1.1%)	↔	
	Total no. of pupils with EHCP transported	2,095 (100%)	2,130 (100%)	2,125 (100%)	2,219 (100%)	2,268 (100%)	↗	
Transport type mix of pupils with an Education, Health and Care Plan (EHCP) receiving transport Approximately one quarter of our children with an Education, Health and Care Plan (EHCP) who receive transport are transported on the County Council fleet. However, the majority are transported in an external taxi or minibus. This is an expensive option, and as a result, a parental mileage rate has been introduced to encourage parents to	No. of pupils with EHCP transported in an external taxi/minibus	1,421 (67.8%)	1,429 (67.1%)	1,346 (63.3%)	1,411 (63.6%)	1,436 (63.3%)	↔	The decision to have an internal fleet is a long-term strategic one. It means that in areas with fewer suppliers or where prices are unsustainably high the Council can moderate the impact on our spending and overall costs. Whilst there are over 100 minibus routes, the insourcing last year
	No. of pupils with EHCP transported on County Council fleet	563 (26.9%)	584 (27.4%)	643 (30.3%)	654 (29.7%)	675 (29.8%)	↔	
	No. of pupils with EHCP transported by parents	111 (5.3%)	117 (5.5%)	136 (6.4%)	154 (6.7%)	157 (6.9%)	↔	

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Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Q4	Action	Trajectory
transport their own child to and from school instead.	Total no. of pupils with EHCP transported	2,095 (100%)	2,130 (100%)	2,125 (100%)	2,219 (100%)	2,268 (100%)	↔	focused on expensive accessible vehicle routes and/or where the biggest cost reductions could be made.
Total number of routes required to transport pupils with an Education, health and care Plan (EHCP). The number of externally contracted routes being undertaken has been on the increase over the last few of years.	No. of transport routes	698	717	688	725	756	↗	↗
Percentage of pupils with an Education, Health and Care Plan (EHCP) receiving transport requiring a solo taxi. The biggest area of increased spend over the last few years has been solo taxis. Pupils receive solo taxi transport from home to school because of age, SEND or other circumstances e.g., behaviour. Analysis shows around 35% of the pupils travelling alone in a solo taxi is due to needs, whilst the remaining 65% are due to geography/only child at the school.	No. of single occupancy taxi routes	305	322	298	323	343	↗	During the first six months of the year the number of solo taxis fell by 7 due to the internal fleet expansion programme. However, since the beginning of the new academic year these numbers have increased by 45.

Key:

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

Significant Financial Issues and Risks Arising- Dedicated Schools Grant

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Q4	Action	Trajectory
Placement mix of pupils with an Education, Health and Care Plan (EHCP) Our High Needs expenditure within West Sussex is largely driven by the number of pupils with an Education and Health Care Plan (EHCP). The 22/23 budget has been set on the basis of a further 450 pupils this year. Overall growth so far this year is significantly above this, although the proportion of these children being placed in more costly placements within the independent sector has remained the same.	No of pupils with EHCP in mainstream school	1,988 (30.5%)	2,073 (31.0%)	1,963 (28.9%)	1,995 (29.2%)	2,129 (30.3%)	↗	West Sussex has significantly less learners with EHCPs in their mainstream secondary schools than the national picture. A small specialist outreach team has been created as a two-year pilot to support the inclusion of these learners in their local mainstream school. Schools Forum has also approved a £1.2m transfer from the DSG Schools block this year in order to pay for more temporary posts to increase capacity to support mainstream schools, support
	No of pupils with EHCP in special school / SSC	2,273 (34.9%)	2,294 (34.3%)	2,286 (33.7%)	2,292 (33.6%)	2,301 (32.7%)	↘	
	No of pupils with EHCP in independent placements	715 (11.0%)	737 (11.0%)	729 (10.7%)	768 (11.2%)	818 (11.6%)	↗	
	No of pupils with EHCP in post school placements	1,215 (18.7%)	1,192 (17.8%)	1,415 (20.8%)	1,348 (19.7%)	1,327 (18.9%)	↘	

Narrative	Cost Driver	Baseline (March 2022)	Q1	Q2	Q3	Q4	Action	Trajectory
	No of pupils with EHCP in other placement type	319 (4.9%)	398 (5.9%)	394 (5.8%)	434 (6.3%)	454 (6.5%)	↗	effective transition in early years and support annual reviews in post-16. The increasing level of placements in the independent sector is largely due to lack of capacity in WSCC's settings. In the medium term, it is expected that the number of independent sector placements will continue to rise at a faster rate.
	Total no of pupils with EHCP	6,510 (100%)	6,694 (100%)	6,787 (100%)	6,837 (100%)	7,029 (100%)	↔	

Key:

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

Financial Narrative on the Local Authority Portfolio's Position

- The 2022/23 financial outturn position for the Learning and Skills Portfolio is an overspend of £3.463m. This is an increase of £2.622m when compared to the £0.841m overspend forecast in December. The main movements during this quarter relate to an increase of £2.073m for Home to School Transport costs and £0.442m of overspend relating to Aspire West Sussex entering administration.
- The **Home to School Transport** service has overspent by £2.803m in 2022/23 due to a combination of growth in pupil numbers and increasing contract prices. The rise in pupil numbers is mostly due to the increasing number of pupils now in receipt of an Education, Health and Care Plan (EHCP). The total Special Educational Needs and Disabilities (SEND) pupil passenger numbers in 2022/23 have increased by 173 from 2,095 to 2,268.
- There are several underlying causes for the increasing price of contracts which have continued to add pressure during the year. General inflation (fuel, tyres etc) accounts for a proportion, but a much greater impact has been felt by the acute driver shortage across the taxi sector. With natural changes to routes associated with school transport and operators surrendering contracts, many routes have been put out to the market but were not receiving interest from taxi operators to accept the business. Of the transport routes which have had bids, the value of the bids have been at a significantly higher rate than previously paid.
- The **Mainstream Transport** provision overspent by £1.445m. 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. An inflationary pressure of £0.630m was forecast on the coach contracts back in the summer. Since that time costs have increased by a further £0.151m due to

the full academic year effect of changes made in the summer term and additional routes being re-tendered later in the year.

7. The **SEND Transport** provision has overspent by £1.305m this year. Soaring fuel costs have meant that a number of taxi companies have handed back some school routes this year and retendering exercises have resulted in cost increases in the region of 20%.
8. Since September 2022, more transport routes have been taken over by the County Council's internally managed fleet within the Highways and Transport Service. The lack of taxi drivers and therefore 'zero bidders' for some tendered taxi routes has driven this requirement over the last 18 months as well as the impact of the largest operator of wheelchair accessible services giving notice on 18 routes. The internal fleet now runs 99 routes, up from 81 in April 2022.
9. When forecasting the projected spend on external taxis and minibuses for SEND pupils in December, it could be seen that the average daily cost of providing this service had stayed fairly static since the beginning of the year at £62,000 a day. Since December, total SEND passenger numbers have increased by a further 60. Furthermore, since the beginning of the new academic year, the number of high cost' single occupancy taxi routes being provided to SEND pupils has increased. This has meant that the average daily cost of providing external taxis and minibuses has increased from the projected £64,000 a day to an average cost of £80,000 over the last four months of the year. This increase of £16,000 per day when multiplied by the 71 school days over this period of time equates to an increase in spend of £1.136m.
10. The **Adult Education Contract** has overspent by £0.442m following Aspire West Sussex recently entering into administration. Since the County Council is an unsecured creditor, it has been assumed that the £0.170m grant advance given to Aspire by the County Council last year will not be recouped. A further £0.217m of cost will also be incurred following the Department for Education's clawback of grant funding following the performance of the contract in 2021/22. In addition, Aspire had also been renting its central office (Marle Place) from the County Council, therefore a loss of £0.055m rental income has also been incurred.
11. As previously reported, there has been reduction of **Traded Income (Undelivered Savings)** following the Department for Education's announcement that Local Authorities will no longer be able to provide the role of Appropriate Body for Early Career Teachers from September 2023. In view of this, the decision was taken not to offer the Appropriate Body role for new two-year registrations from September 2022 (unless the Early Career Teacher will complete before September 2023). The 2023/24 budget includes £0.1m to cover this income loss going forward.
12. The **Crawley Schools PFI** budget reported an overspending of £0.516m at year-end due to inflationary pressures, which includes £0.200m on the annual unitary charge payment and £0.300m in relation to utility costs. These pressures have been addressed as part of the 2023/24 budget setting process.
13. There has been a net underspending of £0.288m due to **staffing vacancies** within the Educational Psychology Service, School Crossing Patrol Service and SEND and Inclusion Service teams.

Financial Narrative on the Dedicated Schools Grant Position

14. The Dedicated Schools Grant (DSG) allocation after academy recoupments and deductions in 2022/23 totalled £486.702m and was made up of four separate funding blocks: Schools Block (£317.229m), High Needs Block (£108.394m), Central School Services Block (£6.758m) and Early Years Block (£54.321m).
15. The balance on the Dedicated Schools Grant reserves at the beginning of the 2022/23 financial year stood at a deficit of £25.504m. After allowing a retrospective adjustment to the Early Years 2021/22 DSG allocation of £0.522m, the February 2023 balance in reserves stood at a deficit of £24.982m.

Dedicated Schools Grant Unusable Reserve	General DSG Reserve £m
2022/23 Opening Balance	-25.504
Retrospective 21/22 Early Years Adjustment	0.522
February 2023 Balance	-24.982

16. The final position on the DSG in 2022/23 was an overspend of £16.873m, a decrease in spending of £0.729m when compared to the December position.
17. The main variations across the four DSG funding blocks were as follows:

Dedicated Schools Grant - Outturn Detail	Variation £m
Early Years Block	
<ul style="list-style-type: none"> • Early Years Providers – Underspending on 3-& 4-year-old placements offset by overspendings on Inclusion and 2-year-old placements 	-1.372
<ul style="list-style-type: none"> • Centrally Retained – Staffing underspends in Early Years teams 	-0.231
Early Years Block Total	-1.603
High Needs Block	
<ul style="list-style-type: none"> • Independent and Non-maintained Schools – The volume of placements has significantly increased again this year. 	+4.363
<ul style="list-style-type: none"> • Post-16 SEND College Placements – Number of placements incurring a cost has increased by 8 to 238 this year, with the average annual cost of placement remaining at £18k. 	+0.794

<ul style="list-style-type: none"> • Post-16 Specialist Independent Providers – The number of placements has decreased by 6 to 66 this year, with the average annual cost of placement increasing by £7k to £77k. 	+1.381
<ul style="list-style-type: none"> • Exceptional Needs and Top Up Funding – Increased number of ENF allocations and mainstream top-ups. 	+1.262
<ul style="list-style-type: none"> • Specialist Support – Significantly higher level of spend due to increasing challenges in finding specialist placements. 	+5.996
<ul style="list-style-type: none"> • Alternative Provision - Increased cost recovery from both Maintained and Academy Schools. 	-0.404
<ul style="list-style-type: none"> • Support for Schools: <ul style="list-style-type: none"> ➢ Temporary classrooms at St Anthony’s, Manor Green College and Cornfield special schools ➢ Schools in Financial Difficulty ➢ School Improvement Boards ➢ Teacher recruitment and retention, staff training and protected salaries ➢ Staffing underspends within SEND and Inclusion Service ➢ Staffing underspends within Virtual School 	+1.074 -0.091 -0.033 -0.049 -0.031 -0.290
<ul style="list-style-type: none"> • Schools Block Transfer: <ul style="list-style-type: none"> ➢ Staffing underspends within £1.2m budget due to delays with recruitment 	-0.794
<ul style="list-style-type: none"> • Drawdown from DSG Reserves: <ul style="list-style-type: none"> ➢ Drawdown approved by Schools Forum during budget setting process 	+6.000
High Needs Block Total	+19.179
Schools Block	
<ul style="list-style-type: none"> • Support for Schools <ul style="list-style-type: none"> ➢ Growth Fund – Unspent funds within £2.3m allocation ➢ Rates – Actual rates bills higher than estimates ➢ Schools in Financial Difficulty – Total commitments in current financial year of only £0.105m 	-0.169 +0.007 -0.091
<ul style="list-style-type: none"> • Other De-delegated Services - Underspending within Free School Meals Eligibility Checking Service (£23k) offset by overspending within Ethnic Minority and Traveller Service (£35k) 	+0.012
<ul style="list-style-type: none"> • General Duties – Underspending on redundancies budget due to very few school restructures during the year (£238k) partly offset by overspending on schools’ property budget (£36k). 	-0.202
Schools Block Total	-0.443

Central Block	
<ul style="list-style-type: none"> • Support for Schools: <ul style="list-style-type: none"> ➢ Admissions legal costs -0.054 ➢ Finance support -0.044 ➢ Staffing overspendings within Capital Planning, Admissions and Safeguarding teams +0.030 ➢ Pupil Entitlement Investigations underspending predominately due to Fixed Penalty Notice income -0.192 	
Central Block Total	-0.260
Total	+16.873

18. As a result of the £16.873m overspending, there is now a deficit of £41.855m in DSG unusable reserve at the end of 2022/23.

Dedicated Schools Grant Unusable Reserve	Schools DSG Reserve £m	General DSG Reserve £m	Total DSG Reserves £m
February 2023 Balance	0.000	-24.982	-24.982
Schools Block Underspending	0.169	0.274	0.443
Central Block Underspending	n/a	0.260	0.260
Early Years Block Underspending	n/a	1.603	1.603
High Needs Block Overspending	0.794	-19.973	-19.179
2022/23 Year End Balance	0.963	-42.818	-41.855

19. The Growth Fund underspend of £0.169m within the Schools Block has been held in a separate DSG reserve account at the end of the financial year in order to help pay for:

- the phased removal of temporary accommodation as part of the Worthing school's reorganisation (if there is a change in DSG funding legislation), or
- the future start up and opening costs of the proposed new school in Burgess Hill (if the legislation does not change).

20. The underspending of £0.794m on the £1.2m transferred from the Schools Block to the High Needs Block this year has also been held in this separate DSG reserve account at the end of the year. These funds will be drawn down in 2023/24 to meet the continued staffing costs which will be incurred next financial year.

In-year Revenue Grant Update

21. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year.

22. These additional funds have/will be utilised in accordance with the grant determination.

New In-Year Grant - Name and Details	(£)
Extension of the Role of Virtual School Heads to Certain Previously Looked after Children Implementation Grant	£80,000
Early Years Training Grant -Professional Development Programme	£43,000
Early Years Expert and Mentor Programme Grant	£8,000
Early Careers Framework Mentor Training	£137,000
SEND Grant	£45,000
IT Connectivity	£255,000
National Tutoring Programme	£1,114,000
Recovery Premium- Additional in-year allocation	£2,173,000
Vaccination and Mass Testing Grants	£208,000
Covid-19 Workforce Fund	£61,000
NQT Education Recovery	£146,000
Teachers Pay Grant	£97,000
Teachers' Pension Grant	£517,000
Senior Mental Health Support in Schools	£66,000
Post-16 Support – Social Fund	£262,000
Alternative Provision Y11 Transition Fund	£32,000

Proposed Carry Forward Requests

23. A number of carry forward requests have been processed during the closure of the accounts, including the following item within the Learning and Skills Portfolio:

2022/23 Carry Forward Requests	Amount
Mental Health Support Team In Schools - Underspending of NHS funding in 2022/23. Funds are earmarked to be used on initiatives in 2023/24.	£125,000
Extension of the Role of Virtual School Heads to children with a social worker Implementation Grant - This work runs across the academic year to end August 2023.	£88,600
Extension of the Role of Virtual School Heads to Certain Previously Looked after Children Implementation Grant - This work runs across the academic year to end August 2023.	£80,500

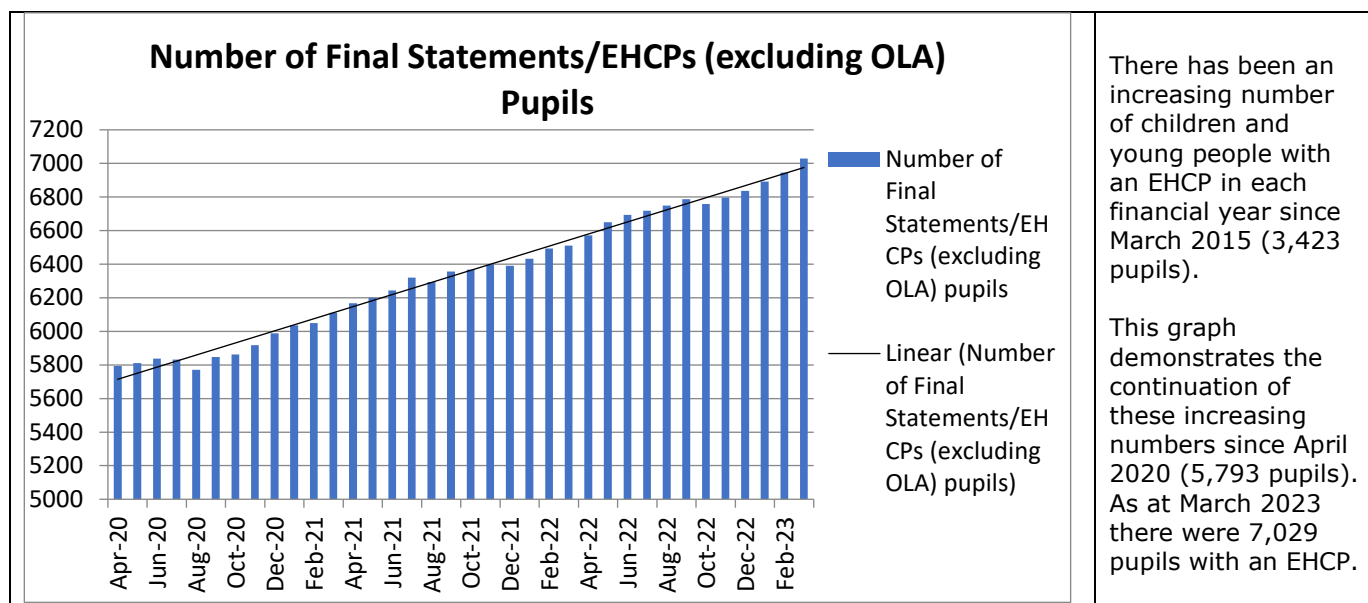
2022/23 Carry Forward Requests	Amount
Early Years Training Grant -Professional Development Programme - The objective of this grant is to equip early years practitioners and teachers to provide high quality support and teaching on early language, early maths and Personal, Social and Emotional Development (PSED) to the children whose learning has been most impacted by Covid-19 including staff.	£23,000
Early Years Expert and Mentor Programme Grant – The grant has been awarded to help build on strengthening teaching in early years and address the impact of the pandemic on the youngest children is to support early years practitioners through the early year’s experts and mentor’s programme.	£8,000

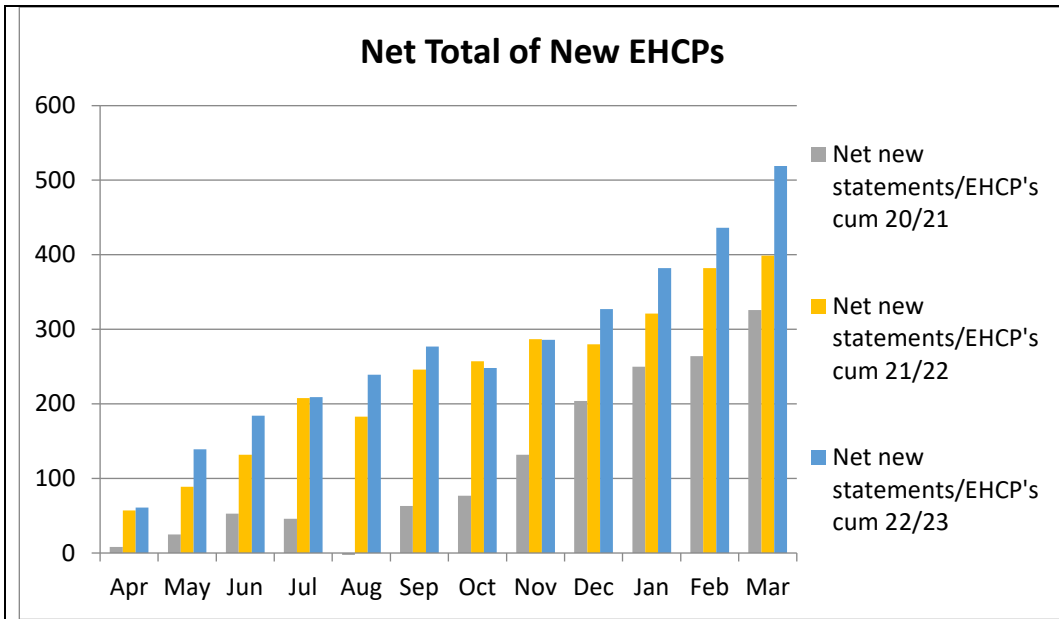
24. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward reserve and made available to assist the overall financial position.

Covid-19 Expenditure Update

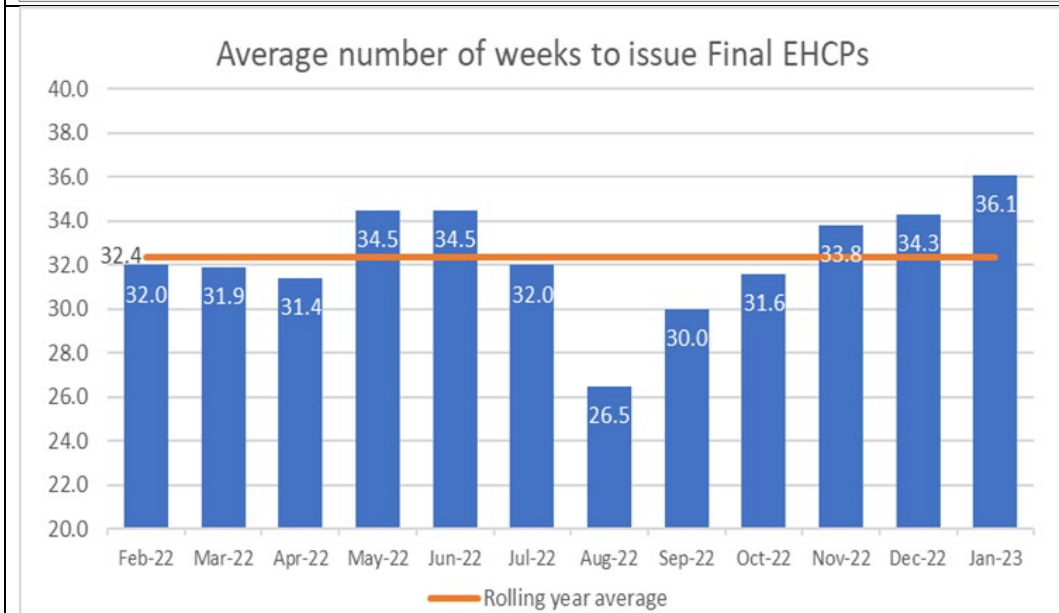
25. Within the Learning and Skills Portfolio, costs relating to the backlog of specific psychology assessments have been received, along with the final summer term invoices for a number of specific college placements impacted by the pandemic. This has led to £0.290m of expenditure being funded by the non-ringfenced Covid-19 grant.

Cost Drivers Information



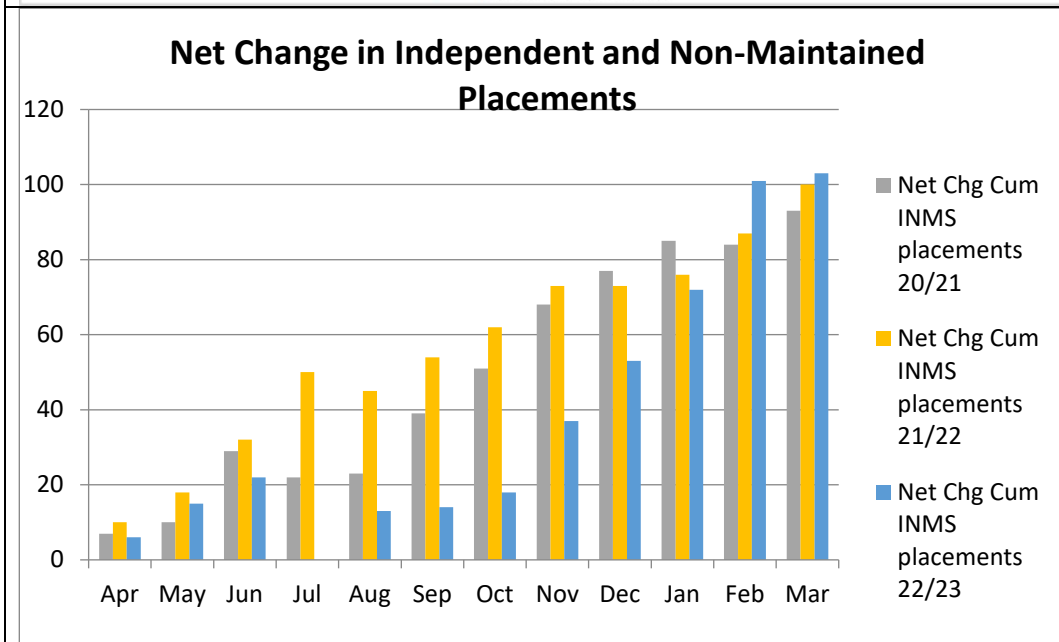


The net growth in the number of pupils with an EHCP has continued to grow at a faster rate since the Covid pandemic in 2020, and the 519 increase over the last year is on a par with the level of annual growth in 2019/20 (518).



During January, only four EHCPs have been issued within the 20-week statutory deadline.

As at the end of January 2023, the average number of weeks to issue final EHCPs has increased to 36.1 weeks.



Although total EHCP numbers have gone up by 8% so far this year, the number of pupils in Independent and Non-maintained Sector (INMS) settings has risen by 14.4%

These placements are the most expensive (at an average cost of £50k per annum) and have increased by 296 from 522 to 818 over the last three years.

Savings Delivery Update

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

Saving Activity	Savings to be Delivered in 2022/23 £000	March 2022		Narrative	2023/24 Outlook
		25	B		
Improve School Trading Offer	175	25	B	Saving delivered.	B
		150	R	Any improved trading income has been offset by a shortfall of income within Leadership and Governance and reduced traded income following DfE announcement that LAs will no longer be able to provide the role of Appropriate Body for Early Career Teachers.	A
Home to School Transport – Increased Internal Fleet	340	340	B	Saving delivered.	B
Home to School Transport – Greater Taxi Competition	160	160	B	Saving delivered.	B
Increase in Council's Top Slice of Early Years DSG to Compensate for Lost Central DSG Grant Funding Used for Wider Benefit of Children and Young People	225	225	B	Saving delivered.	B

Savings Key:

R Significant Risk	A At Risk	G Delivered/ Mitigated In Year	B Delivered On An Ongoing Basis
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Capital Programme

Performance Summary - Capital

27. There are 44 schemes within the portfolio. 15 of these schemes in delivery are rated green, indicating that the project is reporting to plan and a further 15 schemes are rated at amber, indicating that there is an issue, but that it can be dealt with by the project delivery team. Five schemes are rated red, indicating that there are significant issues requiring corrective action, two schemes have completed (blue) and seven schemes are within their final retention phase. An update on the progress of the schemes are detailed in the table below:

Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
The Angmering School - Installation of new lift to new three-storey block	GREEN	Work progressing well. Steelwork and inner brickwork installed.	GREEN	No issues from school, all being managed well onsite.
Bedelands Academy Zero-Carbon New 6FE Secondary	AMBER	Project progressing with completion still estimated in May/June 2025. Risk of	AMBER	A series of mitigation measures will be undertaken during

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Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
		overspend prior to Stage 3 cost report being issued.		Stage 4.
Bedelands – Primary School Developer Built 2FE	AMBER	Undertaking a full Technical Adviser Service to review the developer’s designs for the new primary school scheduled for Sep-24.	AMBER	Lack of visibility from the Developer on their build programme for this school.
Cornfield SEND classrooms and hall expansion	GREEN	Updated Feasibility Study has recommenced, which includes options to expand by either 2 or 3 classrooms as requested by the school.	GREEN	School is seeking additional land, and active investigations are underway to look at options to meet this need.
Community Schools Capital Maintenance	GREEN	No issues with the block managed programme. Projects are assessed using the established condition grading and subject to regular review meetings.	GREEN	Tranche 1 of 2023/24 programme has been released.
Devolved Formula Capital Grant (DFCG)	GREEN	Nothing to report.	GREEN	Not applicable.
Edward Bryant Academy - Construction of Special Support Centre	AMBER	Additional funds approved. There has been a delay of 6-8 weeks in the submission of the Planning Application and updated contractors programme awaited.	AMBER	Planning application planned to be submitted w/c 24th April 2023. Estimated completion date February 2024.
Felpham Community College Construction of new Special Support Centre	AMBER	The programme is at risk due to discharging of planning conditions. Stage 4 design has been issued to the contractors for their response.	AMBER	Delays in planning have resulted in an overall delay to the programme and efforts are being made to expedite as much as possible.
Fordwater (Chichester High) SEND (School Managed Project)	AMBER	WSCC to lease the Aspire building on the CHS site to enable a 14-19 complex needs provision for Fordwater, starting an on-going partnership with Chichester High School and TKAT and ensuring sufficient SEND places in Chichester.	AMBER	No further update.
Forest School Co-Ed Works and Science Labs	AMBER	Works have completed and final close out activities are underway.	AMBER	Defect work will be scheduled in during school summer holidays to enable access.
Hérons Dale SEND Additional classroom, WCs and staff space	RED	Time delays of 6-7 weeks to the completion of all required site surveys due to the school restricting access.	RED	Final site survey has been completed. Supply chain engaged and design work has commenced.
Holy Trinity School - Heating/Windows (latent defects)	GREEN	Date for programme of works to be agree with school	GREEN	No further update.
Maidenbower Infants Special Support Centre – conversion of Children & Family Centre (CFC)	AMBER	Change Request approved for change of location of SSC. Programme Amber until programme dates defined.	AMBER	Change of scope/location agreed and programme dates to be defined following project kick-off meeting.

Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
Midhurst Rother College Increased hygiene provision	GREEN	Time delays due to reduced scope from additional changing rooms to increasing the number of showers to ensure facilities are in accordance with standards.	GREEN	Survey information collated. Draft options prepared and presented to WSCC.
Palatine School 4-class SEN expansion	BLUE	Practical Completion achieved.	BLUE	Final snagging works completed over the over Easter holidays.
Parklands Primary	RED	Ongoing, persistent defect-management. Awaiting comment on the proposed settlement agreement.	RED	Settlement not yet agreed.
QEII Silver Jubilee School Modular Building	AMBER	Works substantially completed (including infill of drainage trenches). Southern Water drainage works scheduled for May half term, subject to agreement by school and residents.	AMBER	Compensation package still to be agreed with residential occupier.
QEII Arun House Satellite site - SEN	AMBER	Key Decision effective from 17/03/23. Mobilisation works underway. Design work continues.	AMBER	Lease with Horsham District Council not yet finalised due to issues with repairing obligations previously agreed but not reflected.
S106 Burgess Hill Academy - bulge class	GREEN	Awaiting contractors cost and programme following site visits.	GREEN	Programme awaited.
S106 Bohunt School	GREEN	Purchase of site and reimbursement of 90% of purchase price from DfE and passporting of S106 contributions.	GREEN	Exchange of all funds has not yet completed.
S106 Downlands Modular Building	RED	Change in proposed contractor appointed under PCSA which affects the project completion date. Further risk to completion if planning not determined by the end of May 2023 as this is critical path.	RED	Planning Application validated 31st March, due for determination 26th May.
S106 Forest School All Weather Pitch	RED	Planning committee date being held up by revised water neutrality statement, will be likely be received end of April.	RED	Risk that parts of field may need to be excavated for drainage. Likely project will have to be retendered due to delays.
S106 infrastructure Programme	GREEN	Programme of works - Individual schemes over £0.5m will be reported on separately	GREEN	No issues highlighted.
S106 IT & FFE Programme	GREEN	Programme is on schedule and within budget.	GREEN	No issues highlighted.
S106 Linfield Primary classroom extension with associated facilities	AMBER	Outline costs indicate approved budget not sufficient.	AMBER	Options being reviewed to maximise savings.

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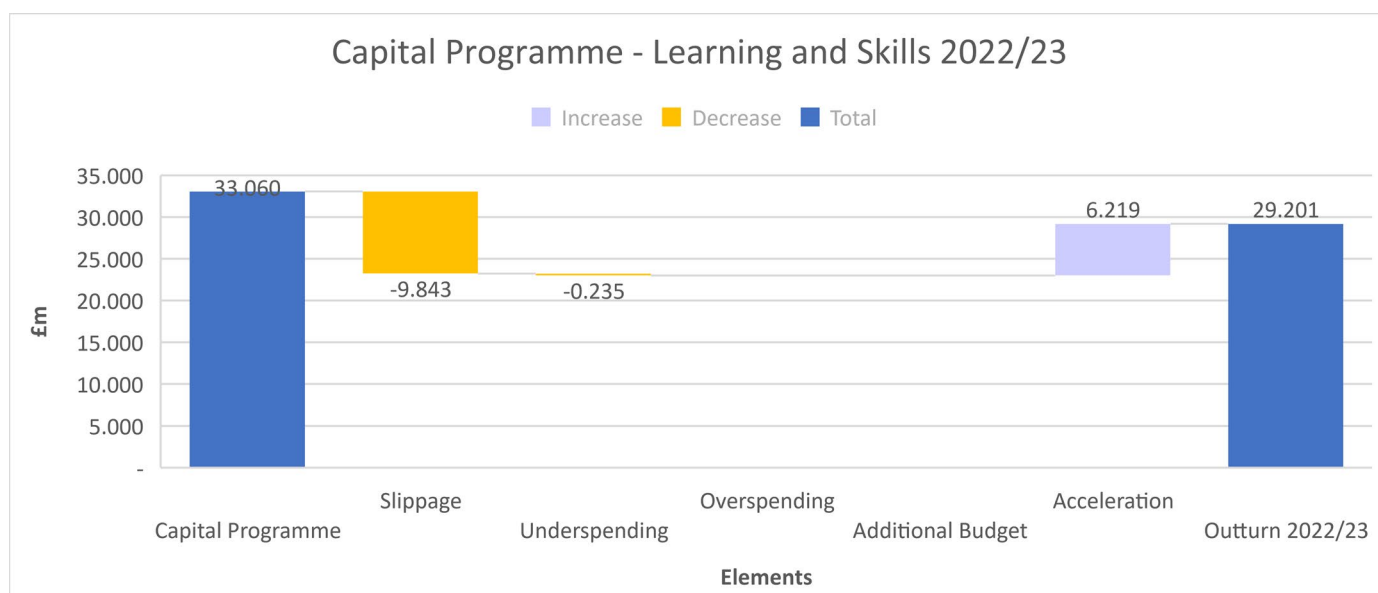
Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
S106 River Beach Primary School Construction of new bulge class	BLUE	Practical Completion achieved.	BLUE	Operations and Maintenance Manual being updated for handover to WSCC.
S106 Slinfold Permanent 2-class extension (replacing life expired modulars)	RED	Delay of approx. 6 months incurred due to findings of ecological surveys. It has been identified that a Natural England license will be required prior to the commencement of the works.	RED	Surveys of new populations will be required in April 2023, followed by application for the license to commence works.
S106 Steyning Grammar (School Managed Project)	GREEN	Remodelling. Leaving Church Street site to leased building The Towers (with modifications) and improvements to Shooting Field site entrance and updates to Inclusion Centre.	GREEN	No issues to report.
S106 St Philip Howard (School Managed Project)	GREEN	New teaching block incorporating eight classrooms, office space, toilets and a lift for disabled access.	GREEN	Academy Trust have not yet awarded the contract for the new building.
S106 Tanbridge House - Refurbishment of the All-Weather Pitch	GREEN	Issues with sub-base and availability of weldmesh fencing resulting in additional work to be undertaken.	GREEN	Contractor will be returning to site in Spring 2023 to cut in additional lines.
S106 Warden Park – Enlarged and redesignated SSC (School Managed Project)	AMBER	Review of project funding required.	AMBER	Key Decision for full funding in Forward Plan for April 2023.
Safeguarding Programme	GREEN	A programme of works across 19 school sites. Outcomes of programme delivered.	GREEN	Final account being reviewed.
Schools Access Initiative Programme	GREEN	No issues with the Programme of Minor adaptations at various schools to ensure access to curriculum	GREEN	Further funding agreed over five years.
St Margaret's Primary Special Support Centre	AMBER	Planning Application for the new access is still to be determined. This will impact construction works on site.	AMBER	Development Agreement now in place.
West Park Primary 4-place expansion of Special Support Centre	AMBER	Work has commenced on site. Contractor programme issued.	AMBER	Latest forecast completion date is mid-October 2023.
Whitehouse Farmland west of Chichester Primary School	AMBER	No proposals submitted to date for review of quality.	AMBER	No further update.
Woodlands Meed College Construction of new SEN College	AMBER	Handover of Section 1 will be delayed to the end of the summer. As a result, Section 2 handover forecast for end of Feb 2024	AMBER	Meeting arranged with the school to review access routes during phase two.

28. A number of capital schemes have completed during the 2022/23 financial year, these include:

Month Completed	Project	Location	Description
June 2022	Nyewood CoE School	Arun	New hall and alterations to car park / landscaping and reconfiguring of reception area.
September 2022	Forest School Co-Education works	Horsham	Adaptation works to enable girls to be admitted (female toilets/changing rooms & investment in PE, Technology and STEM facilities) includes strip out and refurb of two Science labs.
March 2023	Palatine SEN Primary School	Worthing	Provision of four-classroom block with associated facilities. Provision of temporary accommodation. Removal of an existing modular unit in poor condition
March 2023	River Beach Primary	Arun	Permanent build to accommodate a current bulge class & remodelling and extension of existing changing rooms funded from Section 106 developer contributions.

Finance Summary - Capital

29. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £30.774m for 2022/23. Budget of £2.286m originally profiled to spend in 2021/22, was slipped into 2022/23, revising the capital programme to £33.060m.
30. During the year, the Learning and Skills Portfolio spent £29.201m on its capital programme, a reduction of £6.514m when compared to the profiled spend in reported in December 2022. Investment in the year focussed around the Council's requirement to create pupil places in mainstream and special school environments with capital works at a number of sites including Woodlands Mead College, Palatine Special School and Queen Elizabeth II Silver Jubilee School. In addition, a large number of community school capital maintenance projects also took place during the year to ensure West Sussex schools are operational and safe.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.

Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.

Underspending – Unused funding following the completion of projects.

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

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

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

Outturn 2022/23 – Total capital programme expenditure as at 31st March 2023.

31. Details of the mains movements since December are as follows:

• **Slippage: (-£9.843m). Movement since Q3 report: (-£7.924m).**

- **Woodlands Meed College - (-£4.080m)** – A revised phasing of this project by the contractor has led to the required reprofiling of the project into future years. In addition, the redesign of the lift have also been a factor.
- **Bedelands Academy – (-£0.793m)** - Following appointment of the contractor, more accurate information has been received therefore funding has been reprofiled into future years.
- **St Margaret’s SSC – (-£0.341m)** - An extension of time to the tender return period has adding delays to the tender evaluation process. Consequently, this has delayed the construction start date resulting in £0.324m being reprofiled into future years.
- **West Park SSC - (-£0.347m)** - An extension of time to the tender return period has adding delays to the tender evaluation process. Consequently, this has delayed the construction start date resulting in £0.344m being reprofiled into future years.
- **St Phillip Howard – (-£0.370m)** – This school managed project is currently on hold as the current cost estimates received are too high. The school are revisiting the scope of the project with the scheme not starting until the project can be fully funded. Funds have been profiled into future years.
- **Edward Bryant SSC – (-£0.266m)** – Construction will now start in the next financial year therefore funding has been reprofiled into 2023/24.
- **QE2 – (-£0.272m)** - Drainage work and UK Power network works have been rescheduled to start in the new financial year. Funding has been reprofiled into 2023/24.
- **Slinfold – (-£0.195m)** - A six-month delay to the overall programme has arisen due to ecological issues (newts). Construction will now start in 2023/24, therefore funding has been reprofiled into the 2023/24 financial year.
- **Downlands – (-£0.188m)** - The tender period has been extended which has led to delays in the works programme. Funding has been reprofiled into 2023/24.

- **Section 106 FFE & IT Block Allocation – (-£0.101m)** – There is a small amount of slippage due to the in-year expenditure being slightly less than profiled. Funding has been reprofiled into 2023/24.
- **Community Schools Capital Maintenance – (-£0.105m)** - There is a small amount of slippage due to the in-year expenditure being slightly less than profiled. Funding has been reprofiled into 2023/24.
- **Felpham Community College SSC – (-£0.106m)** - There is a small amount of slippage due to the in-year expenditure being slightly less than profiled. Funding has been reprofiled into 2023/24.
- **Underspending: (-£0.235m). Movement since Q3 report: (-£0.008m).**
- **Acceleration: £6.219m. Movement since Q3 report: £1.418m.**
 - **Devolved Formula Capital Grant - £0.562m** – This budget line is held by the schools direct. Schools have spent more than we anticipated and therefore the programme has been adjusted.
 - **Schools Access Initiative - £0.103m** - Approval has been given for £1.5m of budget over five years equating to £0.3m per annum. This programme funds small reactive adaptations and improvements to schools of all types in West Sussex to meet the needs of individual children. £0.103m has been utilised in 2022/23.
 - **Section 106 Infrastructure Programme - £0.097m** - Works have progressed quicker than estimated, therefore funding has been accelerated into 2022/23.
 - **Palatine - £0.183m** - Works have progressed quicker than expected, therefore funding has been accelerated into 2022/23.
 - **Holy Trinity Primary – £0.072m** - Small amount of acceleration into 2022/23 as costs profiled were slightly different to actuals.

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

Grants Update - Capital

33. Since the approval of the Capital Programme in February 2022, a number of grants have been awarded. These allocated are required to go through governance and will ultimately be added to the five-year Capital Programme. In recent months, the County Council has been notified of the following grants.

New Capital Grant Notification	Value (£)
Schools Capital Maintenance – The capital programme estimated a grant allocation of £8.350m, however the final grant allocation awarded has been confirmed at £8.797m; an increase of £0.447m. This grant is to support the improvement and maintenance of our school buildings.	£447,000

Risk

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

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

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

Fire and Rescue Service

- Quarter four saw the continued delivery of our Leadership and Culture Programme that is tailor-made for West Sussex Fire and Rescue Service and focusses on coaching skills and inclusive behaviours. The focus and priority given to leadership and culture continues to be relevant and timely in the light of the publication in March 2023 of the Spotlight Report on values and culture in Fire and Rescue Services by His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS).
- In March 2023, the national firefighters pay dispute concluded with a revised pay offer that was accepted by the members of the Fire Brigades Union. This also ended the potential for industrial action. Officers are now reviewing business continuity plans and assisting Home Office colleagues in wider plans for future minimum service levels.
- Quarter four was a busy period for all teams across the service to ensure the Local Risk Management Plans were completed. These plans underpin our offer to the public which targets resources against risk. A number of local events were delivered to ensure we met our annual targets for Safe and Well Visits, Fire Safety Audits and emergency response standards.
- The Protection Team were also occupied ensuring end of year targets were completed. The team also managed to land our very first Primary Authority Scheme with Churchill Retirement Living. Primary Authority Schemes give businesses greater confidence and consistency to reduce the risk of contravening legislation, and this legal partnership will create a single point of contact for Churchill Retirement Living to get advice on fire safety matters to keep their residents safe from harm.
- Two new and important Fire Standards on leadership were launched during the quarter. These are professional standards that are set for each fire service to achieve and maintain continuous improvement across the fire sector.
- It has been a busy quarter for the operational crews. The most notable incident saw 15 fire engines attend the Angel Inn at Midhurst. This was a protracted incident, involving many of our partners across the County Council and beyond.

Community Support

- The Registration Service delivered over 3,600 ceremonies during 2022/2023, a 23% increase on the 5-year pre-pandemic average. We also welcomed 864 new citizens during this past year. In March 2023, the Littlehampton

Registration Office was successfully relocated into the Littlehampton Library where we are currently offering birth and death appointments three days per week. It is proving very popular with residents, reducing the need for them to travel, and alleviating some demand on our very busy Worthing offices.

- Online safety remains a focus for the Community Safety and Wellbeing Team and during this quarter 632 residents and professionals have engaged in digital safety training. There are also increasing numbers of residents registering for the monthly Staying Safe Online E-Newsletter with over 6,000 people now receiving this. Through these and other communications channels such as social media, radio, press release, blogs, local magazines, it is estimated we have reached over 225,000 people with important online safety messages and support.
- Responding to data and information from Sussex Police on the most prevalent forms of online fraud, a bespoke webinar on sextortion was delivered as well as a very successful courier and impersonation fraud themed webinar with 46 attendees and subsequently over 1,500 views of the recorded version on YouTube. Victims disproportionately affected are elderly and also most likely to live in the Chichester and Arun districts. Prevention activity has therefore been focused on these localities and demographics.
- An expression of interest to a British Library administered funding stream has been accepted and, subject to final due diligence, we will receive a £30k grant in to invest in new digital content to promote our library services, linking online and community-based provision.
- During the quarter, Trading Standards officers were involved in two product safety recalls, five written warnings in relation to the supply of counterfeit clothing and phone cables and cases from retail outlets and over one thousand mobile phone accessories were seized from a shop in Chichester, fifteen hundred counterfeit goods from a trader operating from home and a seizure of trademark protected covers and blankets from a market in Worthing.

Our Council Performance Measures

Fire and Rescue Service Performance Measures

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

Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT
3	Measure: Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme. Measured cumulatively in each financial year, from 1st April. Reporting Frequency: Quarterly	1,000	Sep-22	Dec-22	Mar-23	↗
			A	A	G	
			445	722	1,004	
Performance Analysis: Mar-23: Q4 audit output has been the highest attained in any of the previous eight quarters. This has enabled the protection department to meet the target of 1,000 fire safety audits in regulated premises for the year. Actions: A significant number of the team have commenced the necessary training courses to bring them in line with the requirements of the Fire Standard and the National Competency Framework during Q4, and this will ultimately assist in ensuring that our regulatory work in the future is effective.						
10	Measure: Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor. Measured cumulatively in each financial year, from 1st April. Reporting Frequency: Quarterly, Accumulative.	4,000	Sep-22	Dec-22	Mar-23	↗
			G	G	G	
			2,451	3,384	4,680	
Performance Analysis: Mar-23: In Q4, 1,296 Safe and Well Visits and 659 home checks were completed. A total of 4,680 Safe and Well Visits were delivered in 2022/23, exceeding the target by 17%. In addition, 2,245 homes were visited to carry out risk reduction activity such as installing smoke alarms and carbon monoxide sensors and supplying fire safety equipment. These are the highest number of visits completed since 2018. Actions: We continue to support referrals and requests for Safe and Well Visits through our partnerships and through local initiatives promoting them. We use data to target those who are most at risk of being injured or dying in a fire. We now offer regular fire risk awareness webinars to staff in the health, housing and social care sector and are working on direct pathways for customers with high fire risk, such as with Public Health and Wellbeing Hubs for housebound smokers to support smoking cessation.						
42	Measure: Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly.	89.0%	Sep-22	Dec-22	Mar-23	↗
			R	G	G	
			86.0%	89.1%	92.1%	
Performance Analysis: Mar-23: A further improvement of 3% between Q3 and Q4 has been achieved. This is largely down to the continued use of performance data on turn out times being available to our teams on stations. The ongoing focus of embedding our professional standards in service delivery have also contributed to this improvement. This means that appliance turn out times from the station have once again improved showing a further 4% increase. The new Service Delivery Support team regularly analyse this data with our new Data Analytics and Reporting Team ensuring accuracies of data. Actions: We will continue to monitor and review the performance data locally on our stations through our Local Risk Management Plans. The Day Crewed 7 CRMP commitment that will go live at the beginning of Q1 2023/24 will ensure more resilience is available to continue to meet the risk when facing occasions of high demand, contributing to maintaining good performance in this measure.						
43	Measure: Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly.	80.0%	Sep-22	Dec-22	Mar-23	↘
			G	G	G	
			81.4%	81.6%	80.8%	

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Fire and Rescue	2022/23 Target	Performance Over The Last 3 Periods	DoT
<p>Performance Analysis: Mar-23: Critical special Service Calls can occur anywhere in the County and we measure these separately to Critical fires. Performance this quarter remains high, providing further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district/local level to the control room operators) is now embedded in our ways of working. The initiative we have introduced to use our wholetime firefighters more proactively to support Retained Duty System (RDS) availability and improvements in our turn out times is also having a positive impact on this core measure.</p> <p>Actions: We continue to work with partner agencies to help improve the time taken to transfer calls and information. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible as well as maximise the availability of RDS fire engines at times of the day when we know these incidents are most likely to occur using our Crewing Optimisation Group.</p>			

Community Support Performance Measures

Community Support	2022/23 Target	Performance Over The Last 3 Periods			DoT
<p>Measure: Use of virtual/digital library services by residents</p> <p>Reporting Frequency: Quarterly, Accumulative</p>	5.45m	Sep-22	Dec-22	Mar-23	
		G	G	G	
		2.87m	4.50m	6.30m	↗
<p>Performance Analysis: Mar-23: New library website pages have generated increased traffic to new content; increased collection of eBook and other content has led to greater eLibrary usage. Social media reach has also grown this quarter.</p> <p>Actions: Continue to support growing demand though investment in eLibrary platforms and production of virtual and online library events content</p>					
<p>Measure: Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic</p> <p>Reporting Frequency: Quarterly, Accumulative</p>	36,000	Sep-22	Dec-22	Mar-23	
		G	G	G	
		87,298	89,957	92,436	↗
<p>Performance Analysis: Mar-23: During Q4, there have been 2,479 reached by the Community Hub for support with food, energy and wider essentials.</p> <p>Actions: Measure is changing 2023/2024 to reflect quality rather than quantity to ensure positive outcomes at first point of contact for residents that require support from the community hub.</p>					

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure – Community Hub and Fire and Rescue expenditure	£0.946m	Use of non-ringfenced Covid-19 grant.	(£0.946m)	
Fire and Rescue – Joint Control Centre additional inflationary costs	£0.300m	Fire and Rescue – Staffing vacancies and other minor variations	(£0.481m)	
Fire and Rescue – Additional 4% pay award pressure over and above budgeted 3%	£0.475m			
Community Support – Additional coroner costs projected following work undertaken on long inquests	£0.285m	Community Support – Staffing underspends and other minor variations in Community Safety and Wellbeing, Library Service and Trading Standards.	(£0.627m)	
Community Support – Shortfall in libraries income relating to changes in customer behaviour post pandemic	£0.181m	Community Support – Additional ceremonies income projected as this is the first summer season in recent times with no pandemic restrictions	(£0.362m)	
Community Support, Fire & Rescue Portfolio – Total	£2.187m		(£2.416m)	(£0.229m)

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

- The 2022/23 financial outturn position for the Community Support, Fire and Rescue Portfolio is an underspend of £0.229m. This is a reduction of £0.163m when compared to the £0.066m underspend forecast in December. The main movement during the quarter relates to the fire pay award settlement.

Fire and Rescue Service

- The Fire and Rescue Service completed the year with a £0.294m overspend. This is an increase of £0.070m when compared to the £0.224m overspend forecast in December. The service has experienced a number of financial pressures during the year including £0.3m of the inflation impact on the **Joint Fire Control Centre's running costs**.
- A 7% pay increase was agreed with unions for 2022/23 which has been backdated to 1st July 2022. An allocation of 3% was built into the 2022/23 base budget and the remaining 4% has been mitigated in year through other underspends across the service and achieved in full, largely due to staffing vacancies within the Protection and Strategic Risk and Improvement teams.

Community Support

7. Overall, Community Support completed the year with an underspend of £0.523m. This is an increase of £0.233m when compared to the £0.290m underspend forecast in December.
8. The **Coroner's Service** has overspent by £0.285m which relates to increases in mortuary and pathology provision and inquests. Excess deaths have caused an increase in expenditure due to the need to use agency cover and external mortuary provision; however, a proportion of these costs have been charged to the non-ringfenced Covid-19 grant as it is widely acknowledged that the number of excess deaths in the UK is directly linked to the impact of the pandemic. In addition, the County Council has facilitated a number of inquests this year which have led to additional expenditure, including the recently concluded Shoreham Inquest.
9. The **Library Service** has continued to experience a shortfall of income which relates to changes in customer behaviour post-pandemic restrictions. This has led to a £0.181m shortfall of income in 2022/23.
10. These overspending pressures have been mitigated by staffing vacancy savings of £0.627m and an increase in **Registrar Service** income of £0.362m. This increase is due to a surge of ceremonies being delivered in 2022/23 following the relaxation of Covid-19 restrictions.

In-year Revenue Grant Update

11. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year.
12. These additional funds have/will be utilised in accordance with the grant determination.

	New In-Year Grant - Name and Details	(£)
Fire and Rescue	Marauding Terrorist Grant. This grant funds the specialist training in casualty management for Fire and Rescue Services.	£21,000
	Building Safety Regulator Grant.	£17,000
Community Support	Household Support Fund: October 2022 – March 2023. An extension (3) to the scheme to support those in need.	£4,871,000
	Community Support - Homes for Ukraine Tariff Grant. To enable local authorities to deliver their requirements in supporting Ukrainian nationals arriving under the Homes for Ukraine Scheme. (Individual based tariff).	£7,592,000
	Afghan Relocation and Assistance Scheme. To enable local authorities to support Afghan nationals resettling. (Individual based tariff).	£503,000

	New In-Year Grant - Name and Details	(£)
	Afghan Bridging Hotel Funding. Funds to deliver wrap around support for local authorities delivering bridging accommodation. (Individual based tariff).	£1,647,000
	Afghan Education Grant. For the provision of education for children who have entered via the Afghan Resettlement Scheme.	£1,233,000
	Homes for Ukraine Thank You Payments. Funding for sponsors who are hosting Ukrainians under the Homes for Ukraine scheme.	£1,545,000
	Homes for Ukraine Education and Childcare Grant. For the provision of childcare and education for children who have entered via the Homes for Ukraine visa route.	£4,704,000
	Syrian Refugee Grant. To enable local authorities to support Syrian nationals resettling. (Individual based tariff).	£189,000

Proposed Carry Forward Requests

13. A number of carry forward requests have been processed during the closure of the accounts, including the following item within the Community Support, Fire and Rescue Portfolio:

Service	2022/23 Carry Forward Requests	Amount
Fire and Rescue	Marauding Terrorist Grant - This grant funds the specialist training in casualty management for Fire and Rescue Services. Grant arrangements changed during 2022/23 with PPE replacement transferring to central provision and training left with services. Balance from 2021/22 and 2022/23 is required for 2023/24 to ensure all Firefighters are adequately trained.	£29,000
Fire and Rescue	Protection Uplift Grant (Fire Link Grant) - To drive the improvement in the capability and capacity of Fire and Rescue Services to deliver their protection function to support a safer built environment and respond to the findings from the HMICFRS State of Fire Reports.	£151,000
Community Support	Bequest to Chichester Library – A generous bequest from a member of the public has been received with a wish for the funding to be used at Chichester Library.	£12,000

14. The following carry forward balance from 2021/22 which is currently within reserves also remains available use in 2023/24.

Service	2021/22 Carry Forward Available In 2023/24	Amount
Fire and Rescue	Bequest to Worthing Fire Station – A generous bequest from a member of the public has been received with a requirement that funds are spent on Worthing Fire Station. Time is being taken to finalise plans.	£98,000

Service	2021/22 Carry Forward Available In 2023/24	Amount
Fire and Rescue	South East FRS Control Room Grant – This funding is linked to the national communications project which has been delayed.	£97,000
Community Support	Trading Standards - Proceeds of Crime Act (POCA) restricted funds - Plans have been developed for a number of initiatives to ensure these funds are reinvested into tackling crime and supporting the public.	£95,300

15. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward reserve and made available to assist the overall financial position.

Covid-19 Expenditure Update

16. The Community Support Service has continued to provide support to residents in relation to the pandemic throughout 2022/23 by working with local partners and helping vulnerable people through the Community Hub and other front-line services. Funding of £0.759m from the Non-ringfenced Covid-19 Grant has been utilised in 2022/23.

17. During 2022/23, the UK has continued to see excess deaths and the latest data from the Office for National Statistics shows that in December 2022, excess deaths were 13.5% above usual expectations. It is widely acknowledged that the Covid-19 pandemic has had a major impact on this situation, therefore £0.093m of these additional costs have been charged to the Non-ringfenced Covid-19 grant.

18. Within the Fire and Rescue Service, £0.094m of costs for firefighter isolation periods, sickness and overtime, as well as a one-year rural engagement officer within the Prevention Team to support vulnerable people living in rural areas who have been isolated during the pandemic have all been charged to the Non-ringfenced Covid-19 grant.

Savings Delivery Update

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

Saving Activity	Saving to be Delivered in 2022/23 (£000)	March 2023		Narrative	2023/24 Outlook
Community Support - Development of adapted Library Service offer in conjunction with Parish Councils	70	70	G	Saving mitigated in-year through staffing underspends. A permanent solution has been delivered and is included within the 2023/24 budget.	B

Savings Key:			
R Significant Risk	A At Risk	G Delivered/ Mitigated In Year	B Delivered On An Ongoing Basis

Capital Programme

Performance Summary - Capital

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

Scheme	RAG Status at March 2023	Reason	Latest RAG Status	Updated Position
Fire Equipment Block Programme	GREEN	Programme of delivery of various types of operational fire equipment on track.	GREEN	Progressing to plan.
Fleet Replacement Block Programme	GREEN	Programme of delivery of fleet replacement programme (Fire/Appliances/Corporate) on track.	GREEN	Progressing to plan.
Live Training Centre and Horsham Fire Station	GREEN	All buildings but the Live Fire Training Building will be complete as per the original completion date - 11th April 2023. The Contractor has advised that the final part will be completed by 2nd June 2023.	GREEN	No impact to overall programme/ occupation dates as the period between mid-April to the start of June, is the fit-out period for the other buildings.
Fire and Rescue Estates Improvement Programme	GREEN	Feasibility for remodelling at Selsey, Bognor Regis, Littlehampton & Haywards Heath Fire Stations.	GREEN	Feasibility Study including decontamination, staff welfare, accessibility, training/Community areas & heat decarbonisation works has completed.

21. A number of capital schemes have completed during the 2022/23 financial year, including the following project for this portfolio:

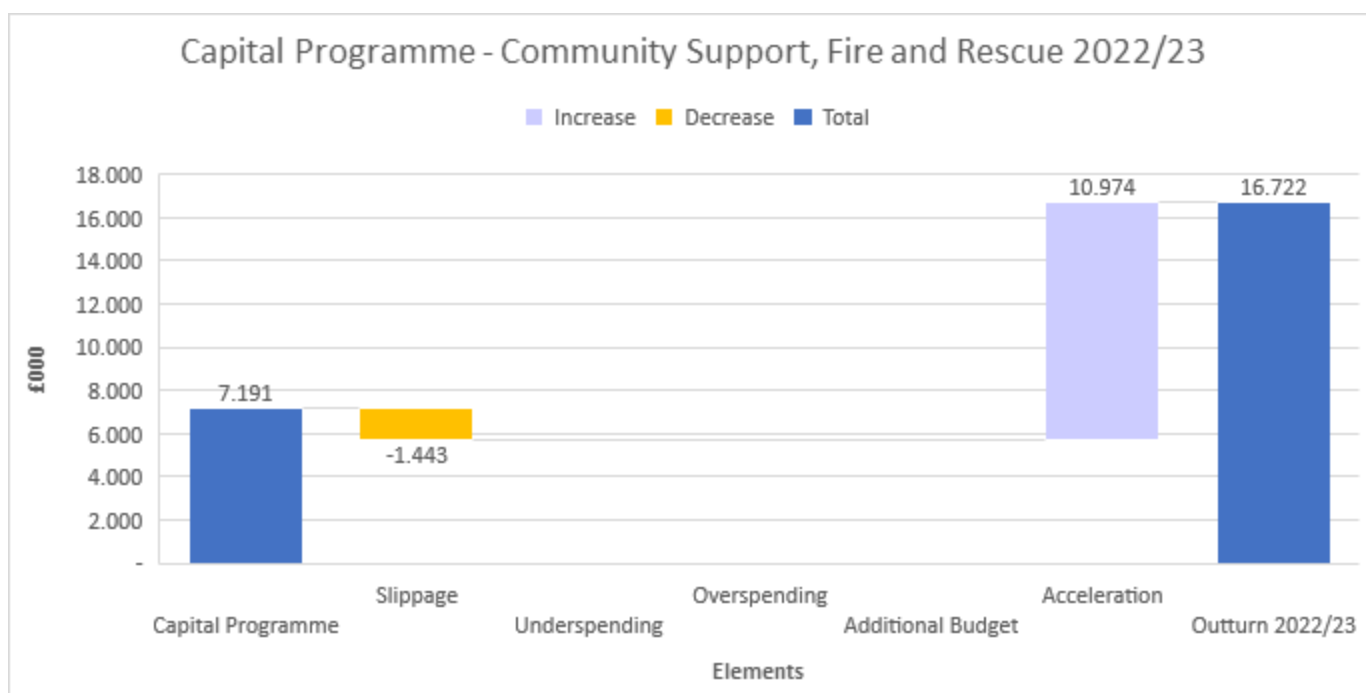
Month Completed	Project	Location	Description
May 2022	Worthing Community Hub	Worthing	Refurbishment of Worthing library to create a new community hub space, a range of services into the library building.

Finance Summary - Capital

22. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £9.725m for 2022/23. Budget of £2.534m

originally profiled to spend in 2022/23, was accelerated into 2021/22, revising the capital programme to £7.191m.

23. During the year, the Community Support, Fire and Rescue Portfolio spent £16.722m on its capital programme, an increase of £0.346m when compared to the profiled spend reported in December 2022. Investment in the year focussed around the Live Training Centre and Horsham Fire Station which nears completion alongside improvement works at Crawley and Worthing Fire Stations, the fire equipment programme and fleet replacement programme.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Outturn 2022/23 – Total capital programme expenditure as at 31st March 2023.

24. Details of the main movements since December are as follows:

- **Slippage: (-£1.443m). Movement since Q3 report: (-£0.518m)**
 - **Fire and Rescue Estates Improvement Programme: (-£0.125m).** The service are currently reviewing the feasibility reports for all the stations which will result in the business case being updated early in the new financial year. Funding has been reprofiled into 2023/24.
 - **Fleet: (-£0.230m).** Service are currently reviewing the future needs for fleet which has resulted in delays therefore funding has been reprofiled.
 - **Fire Equipment – (-£0.105m)** – Block allocation has been reprofiled into 2023/24 due to the lead in times for delivery of equipment.

- **Worthing Community Hub – (-£0.058m)** - Negotiations are ongoing regarding final payment, therefore funds have been reprofiled into 2023/24.

- **Acceleration: £10.974m. Movement since Q3 report: £0.864m**

- **Live Training Centre and Horsham Fire Station: £0.864m.** Works continue to progress quicker than first anticipated therefore funding has been accelerated from 2023/24.

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

Risk

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

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

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Environment and Climate Change Portfolio - Summary

Performance Summary

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


- The County's first business-led local energy community launched in March 2023. Working with the Manor Royal BID, the County Council played a key role in creating Re-Energise Manor Royal which has been established as a Community Benefit Society and is working on behalf of its member businesses to invest in clean energy and increase the amount that is generated, shared and used across the business district. The County Council has been shortlisted for a national Association of Decentralised Energy (ADE) award for its role in the project.
- Since January, 43 more staff have attended Carbon Literacy training bringing the total number of certified staff and members to almost 300 and making the County Council one of the few Bronze-level recognised local authorities by the Carbon Literacy Project. The Sustainability Team is working with Learning and Development to develop e-learning modules to help even more officers, executive leadership and members complete the training.
- The County Council has agreed on a policy framework to advance its climate-positive investment work. This framework will drive the upcoming feasibility study and land use policy that will ensure the council can achieve its carbon net neutrality and climate resilience objectives. This has involved close collaboration with officers and leaders across the County Council and represents a new area of work for local authorities.
- The County Council helped to coordinate the update to the Sussex-Air Breathing Better Air Quality Report. This involved identifying where and how the partnership, which included districts and borough councils, have taken action to address poor air quality across West Sussex. A number of significant actions have taken place that minimise air pollution including the continued expansion of community EV charge points, undertaking of three Active Travel Fund schemes in Findon, Shoreham and Drayton, and updated business travel policies that aim to reduce staff business mileage.
- A collaborative project has continued with Chichester College, Crawley College and Chichester University to improve the engagement and reach of 15–24-year-old residents, to inspire waste prevention and empower students and staff to demonstrate positive recycling and waste reduction behaviours. Due to the consistency between recycling on campus and recycling at home, this project will have a greater impact on waste prevention and recycling practice in West Sussex homes. Key updates include installing free battery collections across all sites, the trial of disposable vape bins, free coffee pod collections, and the swapping of takeaway containers to reusable crockery. Workshops have also been delivered to students and staff.
- The Environment Agency published new guidance in December 2022 on the collection, storage and disposal of fabric-covered soft furnishings containing


chemicals classed as persistent organic pollutants (POPs), which should not be disposed of in a landfill. The main impact of this change is for the County Council to segregate this material at the Recycling Centres and find alternative disposal routes to ensure that all upholstered waste domestic seating is incinerated, unfortunately this comes at a higher cost than the previous disposal route, which was landfill. The Recycling and Waste Team have been engaging with officers from district and borough councils over the change and provided advice as required. Working with our contractor, we were able to secure an alternative route for the material and are in compliance with the guidance.

- West Sussex County Council has been ranked 4th out of 29 disposal authorities for 2021/22; up one place from previous year and up 0.6% to 53.7% of waste reused, recycled, or composted. Data shows authorities recycle percentages ranged from 58.2% down to the lowest at 25.5%. For residual waste per household West Sussex County Council remain in 5th position out of 29 with 467.3 kgs/household but have decreased by 5.3kgs/household since last year. Lowest is Oxfordshire at 413.1kgs and highest is East London Waste Authority at 709 kgs. The landfill percentage for West Sussex is at its lowest rate since records began at 7%.
- During the quarter, officers continued to engage in the development of three Nationally Significant Infrastructure Projects, which will require approval from the relevant Secretary of States under the statutory Development Consent Order process; the County Council is a statutory consultee in the process. This has included working with Gatwick Airport Limited on the Northern Runway Project, which seeks to bring the standby/maintenance runway into routine use; the application for consent is due to be submitted in the summer. Officers responded to the further consultation on the onshore cable route for Rampion 2, which is the proposed extension to the existing wind farm off the Sussex coast; the application for that scheme is also due to be submitted in the summer. Work on the A27 Arundel Bypass continued until the scheme was paused by the Government in March 2023.

Our Council Performance Measures

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

Environment and Climate Change		2022/23 Target	Performance Over The Last 3 Periods			DoT
22	Measure: Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC) Reporting Frequency: Quarterly, Accumulative. 	29,910 CO2te	Sep-22	Dec-22	Mar-23	
			G	G	G	
			9,742 CO2te	17,798 CO2te	27,442 CO2te	↘

Environment and Climate Change		2022/23 Target	Performance Over The Last 3 Periods			DoT
<p>Performance Analysis: Mar-23: Recorded carbon emissions for the quarter total 9,644 tonnes, amounting to a decrease of 14% compared to the same baseline period. This reduction primarily results from reduced electricity and gas demand compared to that of the baseline period. This was largely due to electricity grid decarbonisation, building decarbonisation works and a warmer winter period which resulted in reduced heating demands. However, there was an increase in transportation related emissions largely due to improved data recording (e.g., the inclusion of hired car mileage into our corporate fleet emissions tracking). Overall emission performance for the 2022/23 (27,442t CO2e) year met the targeted annual emissions outlined in our council plan (29,910t CO2e). Previous quarters have been reconciled and updated.</p> <p>Actions: Work continues on the actions set out in the Carbon Management Plan to achieve net zero carbon by 2030.</p>						
23	<p>Measure: Household waste recycled, reused or composted (CC)</p> <p>Reporting Frequency: Quarterly, Reported two quarters in arrears.</p> 	55.0%	Mar-22	Jun-22	Sep-22	
			53.7%	53.5%	52.9%	↓
<p>Performance Analysis: Mar-23: The recycling rate for the second quarter of 2022/23 decreased (2.96%) when compared to the same quarter in 2021 but the difference is within the margins expected through variables, notably volumes of wood stockpiled prior to offtake into the wood products market.</p> <p>Compared to the previous 12-month rolling figure, total local authority collected waste has also decreased. The return to pre-pandemic waste levels may be a result of either reduced working from home and / or the increases in the cost of living.</p> <p>The final statistics for 2021-2022 were released by DEFRA on 24th March 2023 and therefore the 53.7% for March 2022 is now an audited figure.</p> <p>Actions: Our contractor has informed us that the current stockpile is in the process of being cleared and has significantly reduced between September and November 2022, with the goal of being cleared entirely by March 2023.</p>						

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Corporate utilities - unit price increase on energy tariffs less recharges to third parties	£1.394m	Additional Solar and Battery Farm income due to an increase in unit prices	(£2.159m)	
Additional cost on waste contracts above budgeted inflation	£1.826m	Additional income from sale of recyclable material	(£1.693m)	
Additional waste tonnage largely due to Adur and Worthing bin strike in March 2022	£0.374m	Net waste disposal and recycling volume reduction – favourable waste profile	(£1.801m)	
Countryside Services – Inflation and demand pressures	£0.150m	One-off 2017/18 waste recycling contract settlement agreement	(£1.730m)	
Countryside Services – Delays in delivering additional income saving	£0.020m			
Other minor variations	£0.186m			
Environment & Climate Change Portfolio - Total	£3.950m		(£7.383m)	(£3.433m)

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

4. The 2022/23 financial outturn position for the Environment and Climate Change Portfolio is an underspending of £3.433m. This is an increase in underspending of £0.453m when compared to the £2.980m underspend forecast in December. The main movement during this quarter relates to a reduction in the expected cost of corporate utilities expenditure.
5. In relation to **corporate utilities**, occupation of County Council buildings in 2022/23 was broadly similar to the 2021/22 usage. Gas and electric rates rose sharply across Europe in-year due to a combination of factors including the conflict in Ukraine which added a considerable premium to market prices. The council's forward-buying strategy mitigated, to an extent, the impact of the 2021/22 increases, however as the value of the commodities continued to increase, a hedging strategy could not completely protect the County Council from these rises in 2022/23. The Government's Energy Bill Relief Scheme (EBRS) covering the period October 2022 to December 2023 has helped to partially mitigate the rising costs in year. In addition, some of our buildings are used by third party organisations, therefore a number of charges for the use of utilities have been raised. All these factors have resulted in a £1.394m net overspend on corporate utilities.
6. The 2022/23 the **waste contract inflation budgets** were set on the September 2021 RPI rate of 5%, whereas the contracts are uplifted annually based on the February RPI, which equated to 8.2% for 2022/23. This resulted in a £1.826m budget pressure.
7. **Countryside Services** have experienced inflation and demand pressure of £0.150m this year and a £0.020m undelivered saving relating to fees and charges.
8. Due to a combination of favourable weather conditions and unit prices, **Solar and Battery projects** provided a £2.159m surplus income in 2022/23. This is despite some income loss due to a technical issue with the battery modules at the Westhampnett site between mid-September 2022 and early January 2023.
9. The 2021/22 financial year saw then-record **recyclate rates** with values largely continuing to rise throughout the year. The start of 2022/23 saw further increases in the rates but in the second half of this year, a sharp drops occurred across virtually all material streams with values heading back towards or even below pre-pandemic values.
10. The largest driver of recycling income is waste paper and the value of this commodity strengthened from +£95 per tonne in March 2022 to a high of +£124 in August 2022. However, the value then decreased significantly, falling to +£18 in November 2022, its lowest level since August 2020 and an 85% drop in value since August 2022. Waste paper has since strengthened slightly back to +£25 per tonne in March 2023. Due to the high value of recyclable material generally (particularly waste paper) during the first half of the year a £1.693m surplus of income was achieved in 2022/23.

11. The **Household Waste Recycling Sites (HWRS)** have seen waste volumes around 3% above 2021/22 tonnages this year. Additional waste came through the system in the early part of the year due to the impact of the delayed waste received from Adur and Worthing as a result of GMB strike action between 12th March 2022 and 12th April 2022.
12. The **Material Recycling Facility (MRF)** has seen 5% higher than budgeted waste volume due to the increase in household waste recycling collected at kerbside in part due to continued home working arrangements. This has however decreased from around 11% in the period to June.
13. However, the prolonged period of hot, dry weather has reduced the growing season considerably. This summer, there was a reduction of c.8,000 tonnes of garden waste compared to the same period in 2021. This large reduction in green waste helped to mitigate the waste disposal pressure and produce a net underspend of £1.801m.
14. **2017/18 Waste Recycling Contract Settlement.** Following a review by the Waste Team of the contractual and accounting obligations under the Recycling and Waste Handling Contract, it was agreed that a £1.730m repayment was due to the County Council relating to the year-end cash position of the service provider in 2017/18. This repayment was received in February 2023.

In-year Revenue Grant Update

15. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year.
16. These additional funds have/will be utilised in accordance with the grant determination.

New In-Year Grant - Name and Details	(£)
Local Nature Recovery Strategy - Grant funding has been provided by Defra to build capacity to deliver the new responsibilities on Planning Authorities under the Environment Act 2021.	£32,500
Biodiversity Net Gain Grant - Funding has been provided by Defra to build capacity to deliver the new responsibilities on Planning Authorities under the Environment Act 2021.	£26,800

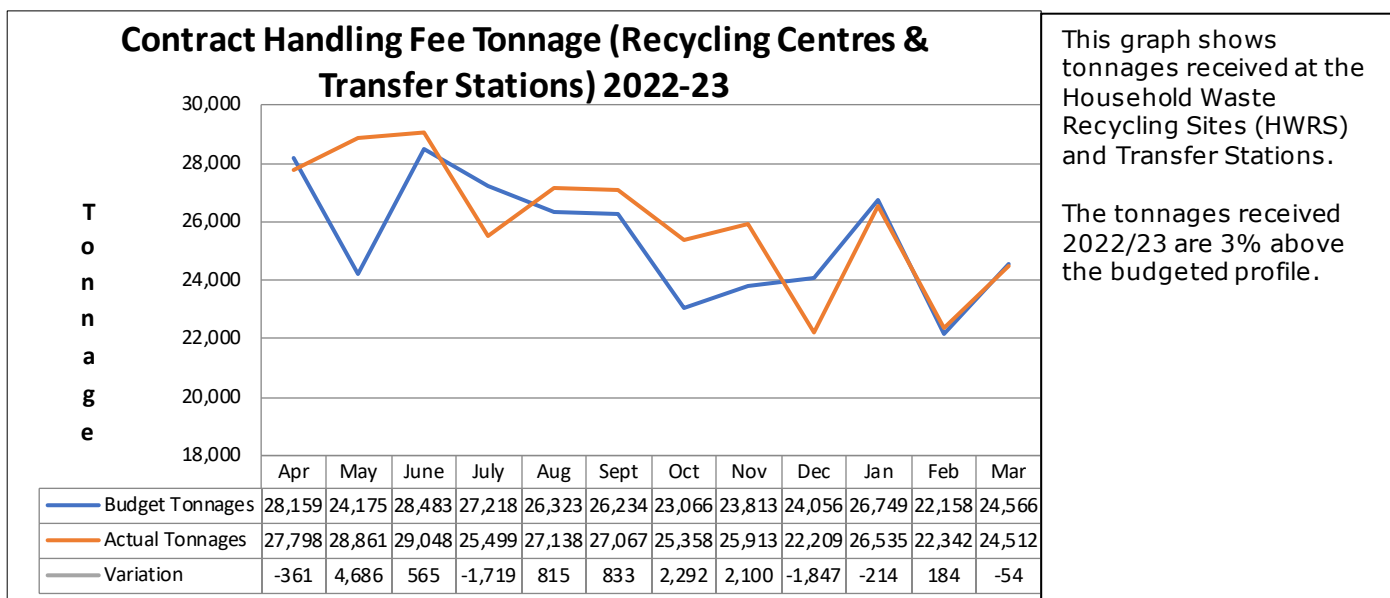
Proposed Carry Forward Requests

17. A number of carry forward requests have been processed during the closure of the accounts, including the following item within the Environment and Climate Change Portfolio:

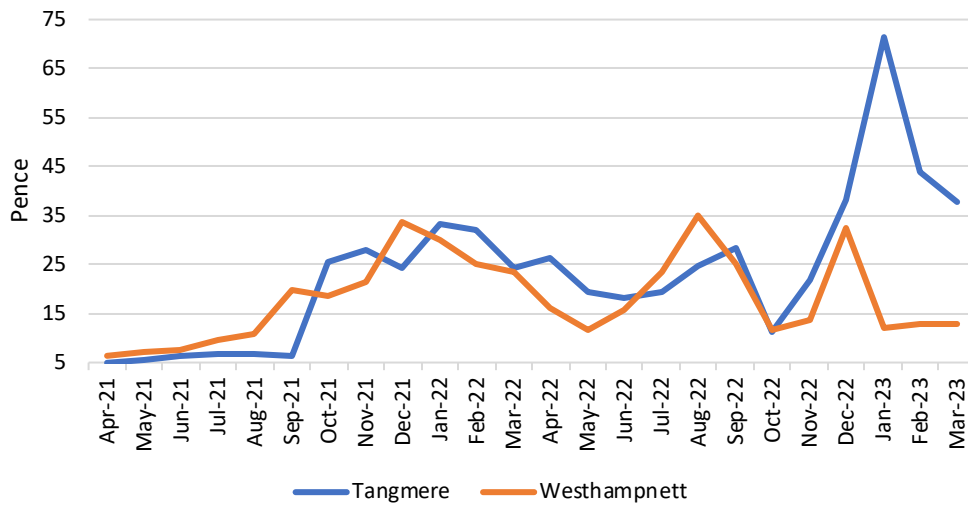
2022/23 Carry Forward Requests	Amount
Planning Services - Local Nature Recovery Strategy - Grant funding has been provided by Defra to build capacity to deliver the new responsibilities on Planning Authorities under the Environment Act 2021, which are expected to be rolled out during 2023. Local Nature Recovery Strategy funding was received in January 2023.	£32,500
Planning Services - Biodiversity Net Gain Grant - Funding has been provided by Defra to build capacity to deliver the new responsibilities on Planning Authorities under the Environment Act 2021, which are expected to be rolled out during 2023. Biodiversity Net Gain funding of £26,807 was received in March 2023. The funding is given to develop new systems of planning for nature and biodiversity, which will be undertaken collaboratively with neighbouring authorities.	£26,800
Planning Services - Flood Risk Management - External funding has been provided by the Environment Agency to facilitate flood risk investigation works in Chichester (Parklands Estate) that is needed to inform future works.	£34,800

18. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward reserve and made available to assist the overall financial position.

Cost Driver Information



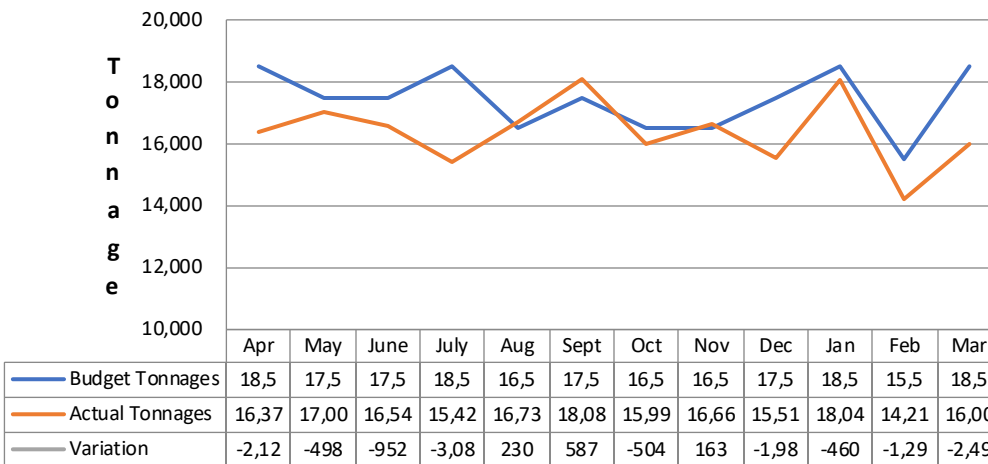
Solar Farm Income Unit Rate - Pence Per kWh



This graph demonstrates the average pence per kWh for both Tangmere and Westhampnett Solar Farms (February 2023 and March 2023 are estimates).

Tangmere’s power is all hedged in advance whereas Westhampnett is never fully hedged due to the battery and is instead subject to a blend of hedging and System Sell Price (intraday market). This difference can produce distinct pricing variations.

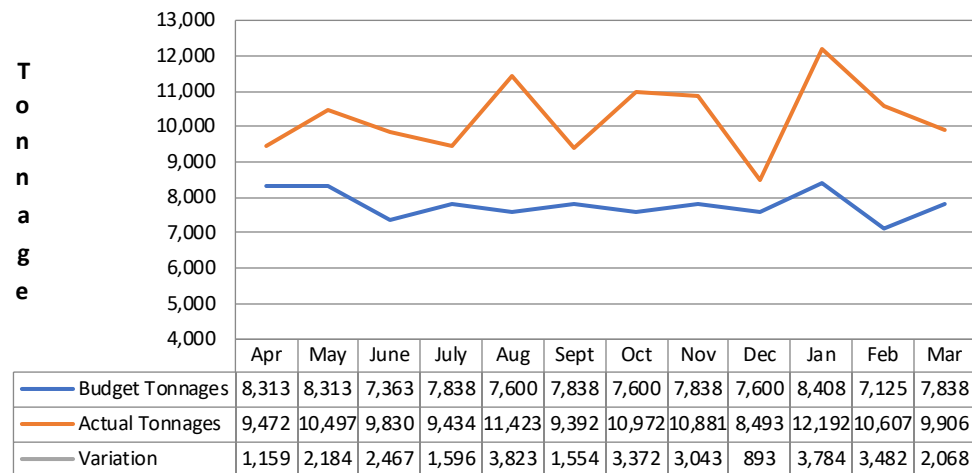
Monthly Tonnage Profile and Actual Waste Entering the MBT and Waste Sent Direct to Landfill 2022/23



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 a 4% reduction in tonnes sent to the Warnham so far when compared to the forecast profile.

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



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

RDF levels were around 31% (29,000 tonnes) above expectation contributing to the reduction in waste sent to landfill.

Savings Delivery Update

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

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

Savings Key:

R Significant Risk	A At Risk	G Delivered/ Mitigated In Year	B Delivered On An Ongoing Basis
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Capital Programme

Performance Summary - Capital

20. There are 13 schemes within the portfolio. Seven of the schemes in delivery are rated green, indicating that the project is reporting to plan. Three schemes are rated amber, indicating that there is an issue but that it could be dealt with by the project delivery team. One is rated red indicating that there are significant issues with the project, requiring corrective action and two schemes are within their final retention phase. An update on the progress of the schemes are detailed in the table below:

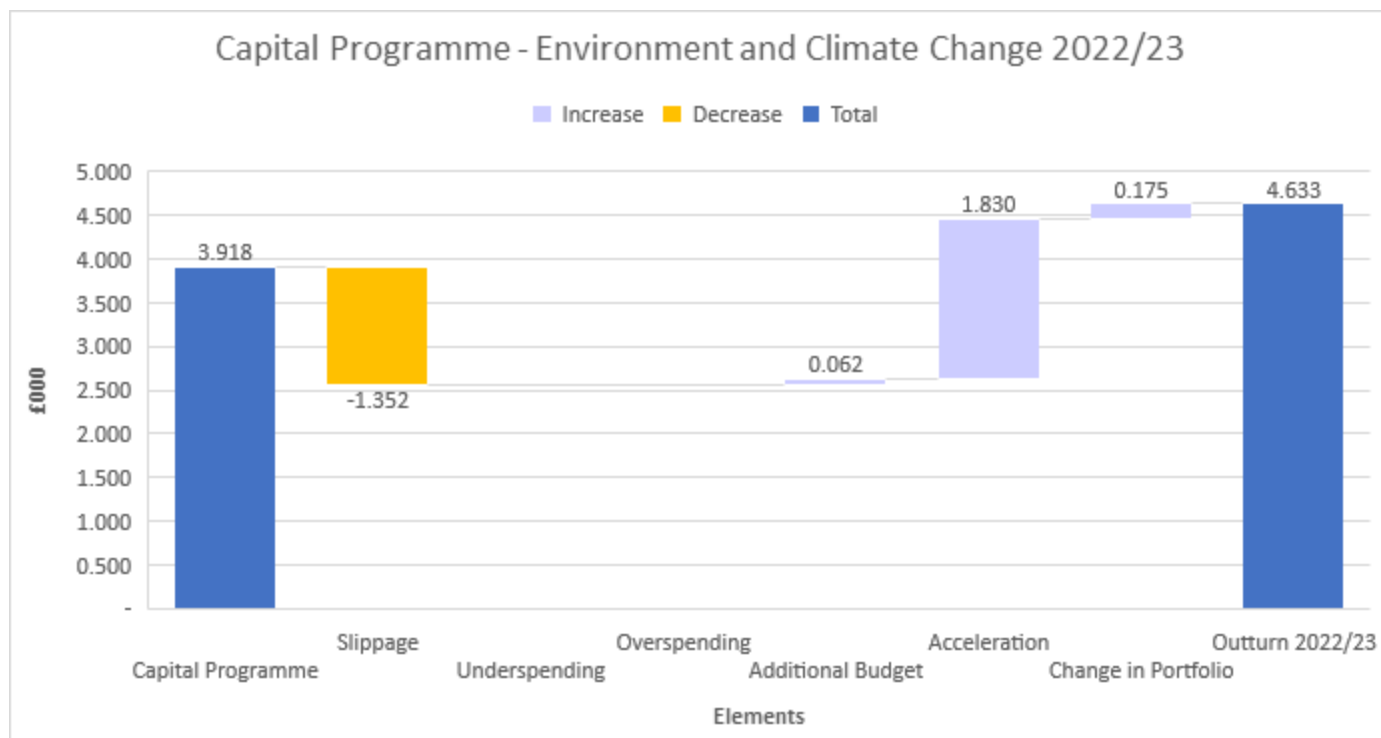
Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
Asset Decarbonisation - Carbon Net Zero	RED	Value for money to be reconsidered (pending).	RED	Survey and design activity is to programme, but as full review is now required this directly impacts the ability to procure and heightens the risk of completing beyond the deadline set out in the SALIX grant.

Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
Carbon Reduction (Salix) Programme	AMBER	Survey works ongoing at four schools	AMBER	Further three schools to be surveyed during Summer and October Half Term.
Faygate Site Improvements	GREEN	Investigations on land drains ongoing.	GREEN	Plan remains on target for chamber modifications.
Flood Management	GREEN	Annual programme of works.	GREEN	Not applicable.
Property Maintenance - Carbon Net Zero	GREEN	No issues identified with the Block of 45 Building and Engineering schemes contributing to WSCC net zero target.	GREEN	Progressing to plan.
Your Energy Sussex (YES) - Halewick Lane	AMBER	The process to select a manufacturer and design of the battery system must be restarted as the original proposal was non-compliant.	AMBER	Decision expected in May 2023 for selecting BESS supplier and awarding full contract for delivery.
Operation Watershed	GREEN	Annual programme of works.	GREEN	Funding slipped into the 2023/24 programme.
Your Energy Sussex (YES) - Schools Solar PV Programme	AMBER	Quality issues caused by one installer has caused some disruption to the programme.	AMBER	Solution to rectify the installations at six schools currently under review and expected to be agreed in May 2023.
Your Energy Sussex (YES) - Solar Battery PV corporate sites and schools	GREEN	Programme Team being mobilised. 37 schools have indicated interest.	GREEN	33 further school sites on waiting list.
General After Care Works - Waste	GREEN	This programme of works has been completed for 2022/23.	GREEN	Not applicable.
Waste Transformation Capital Receipts Funding	GREEN	Funding from capital receipts.	GREEN	Not applicable.

Finance Summary - Capital

21. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £4.034m for 2022/23. Budget of £0.116m, originally profiled to spend in 2022/23, was accelerated into 2021/22, revising this year's capital programme to £3.918m.
22. During the year, the Environment and Climate Change Portfolio spent £4.633m on its capital programme, a reduction of £1.132m when compared to the profiled spend reported in December 2022. Investment in the year focussed upon the Halewick Lane Battery Storage Farm and Carbon Net Zero Property Maintenance

projects which will both contribute towards the County Council's net zero carbon target.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Outturn 2022/23 – Total capital programme expenditure as at 31st March 2023.

23. Details of the main movements since December are as follows:

- **Slippage: (-£1.352m). Movement since Q3 report: (-£1.337m)**
 - **YES Schools Solar PV Programme – (-£0.272m)** – Balance of funding held within project whilst a review is conducted with the possibility of an underspend being declared in the future.
 - **Operation Watershed – (-£0.367m)** – Payments of £0.2m expected to be made in April 2023 following decisions taken on the applications for funding. The remaining balance will be utilised in future years.
 - **Waste Transformation Capital Receipts Funding – (-£0.256m)** – Following a review of the current active projects with district and boroughs, some project funding has been returned in year.
 - **YES - Halewick Lane – (-£0.245m)** – A re-run of the competitive tender process to select a battery designer and manufacturer has led to a delay. The re-run of the tender process is now complete, however as a result of this delay, the phase two civil works contract has been

paused. Consequently, £0.245m of funding has been reprofiled into future years.

- **Additional Budget: £0.062m. Movement since Q3 report: £0.000m**
- **Acceleration: £1.830m. Movement since Q3 report: £0.205m**
 - **Climate Change, Climate Net Zero: £0.205m.** Works have progressed quicker than first anticipated therefore funding has been accelerated from 2023/24 into 2022/23.
- **Change In Portfolio: £0.175m. Movement since Q3 report: £0.000m**

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

Grants Update - Capital

25. Since the approval of the Capital Programme in February 2022, a number of grants have been awarded. These allocated are required to go through governance and will ultimately be added to the five-year Capital Programme. In recent months, the County Council has been notified of the following grant.

New Capital Grant Notification	Value (£)
Public Sector Decarbonisation Fund – An application for further funding was accepted towards heat decarbonisation and energy efficiency measures.	£2,364,000

Risk

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

27. Although there were no overall changes to the scores during the period 1st January – 31st March 2023, a number of updates have arisen since this time and are included within the Corporate Risk Register Summary in **Appendix 4** and summarised below. These updates will be presented to the Regulation, Audit and Accounts Committee at their next meeting on 17th July 2023.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR73	<p>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.</p>	12	Risk closed – superseded by CR73a and CR73b
CR73a	<p>Climate Change Mitigation - If there is a failure to adequately prioritise, finance, resource and embed into BAU our efforts to decarbonise in alignment with the commitments made in the Council's Climate Change Strategy, there is a risk that there will be insufficient capacity and capability to fully deliver the necessary actions within the stated timeframes. This will lead to additional resource strain, higher demand on capital programmes and threaten organisational reputation.</p>	-	12
CR73b	<p>Climate Change Adaptation - West Sussex faces the high risk of increasing impacts of climate change including extreme heat, severe storms, flooding and sea level rise, among others. Without proactive consideration of and preparation for these impacts, WSCC assets, service delivery and West Sussex residents are at increased risk of damage, disruption and injury. This will lead to protracted service disruptions, dangerous conditions and increased reliance on emergency services. In the longer term this could lead to displacement of residents and businesses in vulnerable, lower lying areas.</p>	-	12

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

Finance and Property Portfolio - Summary

Performance Summary

1. The Portfolio has the following performance highlight to report this quarter:
 - The Council Plan and Budget for 2023/24 which ensures support, investment and essential services continue for all West Sussex residents, was approved on 17th February 2023. A net revenue budget of £708.8m was approved following debate at a meeting of the full council and forms part of the council's total spend of £1.86 billion in 2023/24 to deliver day-to-day services to a growing population of 882,676 residents and 37,400 businesses across the county. In addition, the Capital Programme was also approved and will see investment of £747.2m over the next five years in the county's highways, environment, schools, buildings, and IT and digital infrastructure.
 - On 28 February 2023, the final audited accounts for the County Council and the Pension Fund for 2021/22 were signed with an unqualified opinion. This was delayed due to the long-awaited Government legislation on accounting treatment for infrastructure assets and West Sussex is among the very few authorities across the country to have signed final accounts. The draft accounts for 2022/23 are being prepared and expected to be published by the statutory deadline of 31st May.
 - During the quarter, Property and Assets have continued to support a number of key initiatives for West Sussex County Council. This has included working with Muse who have submitted their planning application for Horsham Enterprise Park. Finally, work has progressed on the Horsham Fire Station towards its completion date of May 2023.

Our Council Performance Measures

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

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Finance and Property		2022/23 Target	Performance Over The Last 3 Periods			DoT
16	Measure: New competitive tenders and their resulting contracts over the value of £500,000 include 'social value' criteria as part of the evaluation, in line with the Council's social value framework Reporting Frequency: Quarterly	60.0%	Sep-22	Dec-22	Mar-23	↓
			A	G	G	
			57.0%	80.0%	65.3%	
Performance Analysis: Mar-23: Four of six tenders during the quarter which were over £500,000 included Social Value weighting of 10%, one was at 20%. The two tenders where Social Value was not included, were not considered viable for this criteria due to the breakdown of the contract / services and the resulting potential that could be achieved.						
Actions: We continue to ensure we comply with obligations for Social Value and to measure the value and benefit it brings to our local economy.						
49	Measure: Square metres of operational property (e.g., offices, libraries, fire stations etc) that are in use Reporting Frequency: Quarterly	< 162,000m ²	Sep-22	Dec-22	Mar-23	↗
			G	G	G	
			122,958 m ²	120,702 m ²	119,534 m ²	
Performance Analysis: Mar-23: The annual target has been exceeded this year. This quarter the reduction in operational space included the 4th floor of Parkside offices in Horsham, which was vacated by staff and let to a third party.						
Actions: New baseline required for 2023/24 reflecting the current sqm of the estate.						
50	Measure: The aggregated unit cost of our services compared to our statistical neighbours Reporting Frequency: Annually (March)	7th - 8th highest out of 15	2020/21	2021/22	2022/23	→
			R	G	G	
			4 th Highest out of 15	8 th Highest out of 15	8 th Highest out of 15	
Performance Analysis: Mar-23: West Sussex County Council had the 4th highest average unit cost for services in 2020/21 when compared to statistical neighbours. The budgeted position for 2021/22 and 2022/23 shows an improvement to 8th position for both years.						
Actions: We are still in uncertain times with significant budget gaps over the next three years and therefore further reductions will be required but this is likely to be same across all authorities and therefore our relative position may vary. Going forward, there are plans to review the benchmarking information and use information which provides a measure of cost effectiveness and our spend relative to outcomes achieved.						
52	Measure: New competitive tenders and their resulting contracts over the value of £500,000 include an appraised option for partnership working to assess opportunities for efficiency Reporting Frequency: Quarterly	40.0%	Sep-22	Dec-22	Mar-23	↓
			G	G	G	
			100.0%	100.0%	83.0%	
Performance Analysis: Mar-23: There were six eligible tenders over the value of £500,000 that required a Key Decision in the third quarter of 2022/23. Five of the six tenders included consideration and appraisal of partnership working, benefiting from the resulting networking and collaboration to inform and support the chosen service design and commercial strategy.						
Actions: We continue to ensure partnership working consideration is embedding in our working practices.						

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure – PPE storage and distribution	£0.013m	Use of non-ringfenced Covid-19 grant.	(£0.013m)	
Increase in the provision for Doubtful Debt	£2.067m	Early savings generated from asset rationalisation	(£0.150m)	
Procurement – Non-delivery of income target	£0.150m	Capital and Infrastructure – Backdated one-off business rates rebates following successful appeals	(£0.800m)	
Facilities Management net overspend - service pressures partly offset from staffing vacancies	£0.289m	Other minor variations	(£0.291m)	
Finance and Property Portfolio - Total	£2.519m		(£1.254m)	£1.265m

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

- The 2022/23 financial outturn position for the Finance and Property Portfolio is an overspend of £1.265m. this is an increase of £1.688m when compared to the £0.423m underspend forecast in December.
- The main movement for the Portfolio during this quarter relates to a net £2.067m **increase in the provision set aside for doubtful debts (bad debts)** which is calculated as part of the end of year closing of accounts. Data shows a larger than usual debt balance held in relation to 2020/21 and 2021/22. This is partly linked to the impact of the Covid-19 pandemic and delays in our Adult Services financial assessments processes. The actual increase is £3.227m but this is partly offset by a £1.160m use of the carry forward balances from 2021/22 that are no longer required.
- A saving of £0.150m relating to **income generation** within Procurement is no longer achievable due to changes in purchasing behaviour and the lower use than expected of the early payment rebate mechanism. This pressure has been addressed as part of the 2023/24 budget. There is also net pressures totalling £0.289m within **Facilities Management**. The service have incurred grounds and reactive maintenance costs, including tree safety works, essential building regulation compliance works and a shortfall of income from service level agreements (SLA's) with schools and academies. This position has been partly offset by a projected underspend on staffing due to difficulties in filling vacant posts.
- To offset part of the pressure within Facilities Management, £0.150m of early savings have been generated from **asset rationalisation** and a significant

backdated **one-off business rates rebate** of £0.8m has been received following successful appeals with the Valuation Office Agency. In addition, other smaller variations within the portfolio are also contributing towards the underspending position.

In-year Revenue Grant Update

8. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year.
9. These additional funds have/will be utilised in accordance with the grant determination.

New In-Year Grant - Name and Details	(£)
Sea Fisheries Grants – A number of additional S31 grants for DEFRA contribution to Inshore Fisheries projects received in year.	£210,000
Redmond Review – Grant funding from the Department for Levelling Up, Housing and Communities.	£44,903
Transparency Code New Burdens Grant – Funding received from the Department for Levelling Up, Housing and Communities to support additional responsibilities.	£12,647

Proposed Carry Forward Requests

10. A number of carry forward requests have been processed during the closure of the accounts, including the following item within the Finance and Property Portfolio:

2022/23 Carry Forward Requests	Amount
Sea Fisheries Grants - Three S31 grants received for £60,000, £50,000 and £50,000 on the 27th March 2023 for DEFRA contribution to Inshore Fisheries projects.	£160,000

11. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward reserve and made available to assist the overall financial position.

Covid-19 Expenditure Update

12. Within the Finance and Property portfolio, £0.013m has been spent from the non-ringfenced Covid-19 grant to cover personal protective equipment (PPE) storage and distribution.

Savings Delivery Update

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

Saving Activity	Savings to be Delivered in 2022/23 £000	March 2022		Narrative	2023/24 Outlook
		Delivered	Status		
Charging for Frameworks and Amazon Business Accounts	150	150	R	This saving is no longer achievable due to reduced use of Amazon Business Accounts as a purchasing method and reduction in the take up of early payment option and reducing rebate income. This has been addressed within the 2023/24 budget.	G

Savings Key:

R Significant Risk	A At Risk	G Delivered/ Mitigated In Year	B Delivered On An Ongoing Basis
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Capital Programme

Performance Summary - Capital

14. There are 13 schemes within the portfolio. Seven of the schemes in delivery are rated green, indicating that the project is reporting to plan and two schemes is rated amber, indicating that there is an issue but that it could be dealt with by the project delivery team. One scheme has completed and three further schemes are within their final retention phase. An update on the progress of the schemes are detailed in the table below:

Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
Accessibility Audit	GREEN	Works in County Hall to start in April, Parkside will follow. Council Chamber works going out to tender. County Hall access lifts in design.	GREEN	Confirmation received from consultant that it is feasible to fit stairlifts to get personnel into both wings and from the wings to the central corridor.
Broadbridge Heath Park	GREEN	Key Decision published to uplift budget due to high construction inflation, water neutrality issues and professional fees.	GREEN	Work is progressing with a planning application to be submitted by the end of May 2023. Work is continuing to finalise the leases with the four potential tenants. Water Neutrality remains a risk for the development of the site.
FM Structural Maintenance Programme	GREEN	Overall programme tracking to plan but six small projects planned to be delivered by contractor will slip to 2023/24 due to their insufficient capacity to deliver.	GREEN	Constant rain showers throughout March meant delay in finishing Parkside car park deck, Bognor and Hurstpierpoint Fire Station roofs.
Gypsy and Travellers Improvements Programme	GREEN	Options appraisal being carried out to review sites for drainage	GREEN	Awaiting full costings.

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Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
		improvements. Early indications suggest non-compliance at Adversane and Ryebank sites.		
Hop Oast Park & Ride New Vehicle Parking Compound	GREEN	No issues identified with the project to install power, vehicle canopies and CCTV at the compound.	GREEN	Lighting repairs have been authorised and are underway.
Horsham Enterprise Park	AMBER	The Reserved Matters Application for the residential part of building and conversion of the Central Tower building have been submitted to Horsham District Council.	AMBER	Horsham District Council have paused the development of the Local Plan until May 2023 resulting in a delay to resolution of Water Neutrality issues.
Latent Defects Programme	AMBER	External fabric issues at four academies, Midhurst Rother College, Shoreham Academy, Sir Robert Woodard and Littlehampton Academy.	AMBER	Three of the four academies have been signed-off.
Martlets (County Hall) Renovation	BLUE	Project has completed and spaces are in use.	BLUE	Not Applicable.
Targeted Minor Asset Improvement Plan (CLOG)	GREEN	No issues with the programme of minor capital improvements and maintenance works.	GREEN	Valuation site visits now underway, new ceilings throughout Hatches 164 needed as existing are polystyrene lined fibre board. To be done in conjunction with replacement of roof felt and covering.
Staff Capitalisation - Property	GREEN	Nothing to report.	GREEN	Not applicable.

15. A number of capital schemes have completed during the 2022/23 financial year, including the following project for this portfolio:

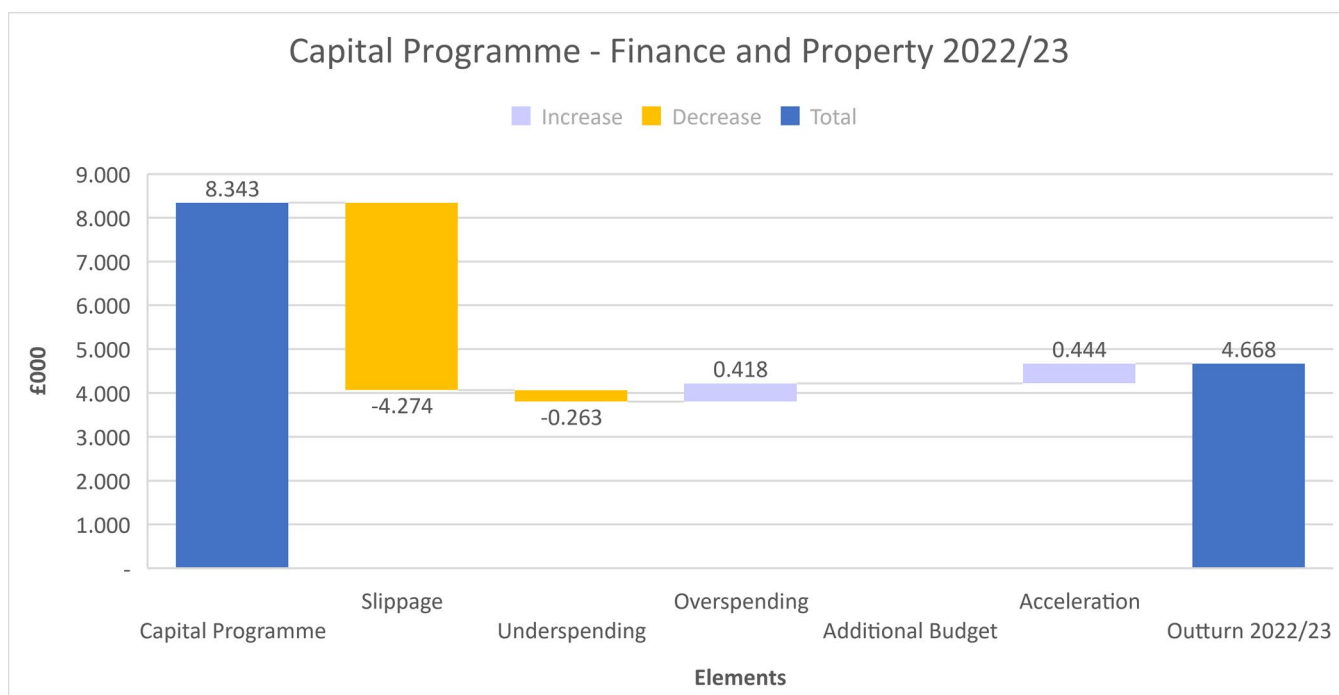
Month Completed	Project	Location	Description
January 2023	Martlets Building, County Hall	Chichester	Conversion of space into meeting hub.

Finance Summary - Capital

16. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £8.636m for 2021/22. Budget of £0.293m originally profiled to spend in 2022/23, was accelerated into 2021/22, revising the capital programme to £8.343m.

17. During the year, the Finance and Property Portfolio spent £4.668m on its capital programme, a reduction of £0.623m when compared to the profiled

spend reported in December 2022. Investment in the year focussed around the Council's operational estate and includes corporate structural maintenance works and the Martlets renovation project at County Hall Chichester.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Outturn 2022/23 – Total capital programme expenditure as at 31st March 2023.

18. Details of the main movements since December are as follows:

- **Slippage: (-£4.274m). Movement since Q3 report: (-£1.041m)**
 - **Accessibility Audit – (-£0.170m)** – Delays in the procurement process has led to £0.170m being reprofiled into future years.
 - **Structural Maintenance – (-£0.309m)** – Delays in the procurement process has led to £0.300m being reprofiled into future year.
 - **Broadbridge Heath Park – (-£0.232m)** – Expenditure in year has been less than first anticipated with funds now slipped into 2023/24.
 - **Gypsy & Travellers Improvement Programme – (-£0.100m)** - Surveys are being carried out to review the works required at the various sites and until these are completed the works cannot progress.
 - **Latent Defects – (-£0.097m)** - Small amount of slippage as a result of costs being profiled were slightly different to actuals. Expenditure is now expected in 2023/24.

- **Horsham Enterprise Park – (-£0.069m)** - Small slippage because costs profiled were slightly different to actuals. Expenditure is now expected to go through in 2023/24.

- **Underspending: (-£0.263m). Movement since Q3 report: (£0.000m)**

- **Overspending: £0.418m. Movement since Q3 report: £0.418m**

- **Staff Capitalisation - £0.418m** – An increase of £0.300m in staffing costs from additional posts approved in-year and after the original estimates were budgeted for. Also, a transfer of £0.118m from the Your Energy Sussex budget to fund agreed posts within this area.

- **Acceleration: £0.444m. Movement since Q3 report: £0.000m**

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

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR22	The financial sustainability of council services is at risk due to uncertain funding from central government and economic conditions (mainly inflation and interest rates) impacting on service delivery, and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the Covid-19 pandemic and the now cost of living crisis, which is making economic conditions uncertain, and impacting on the cost of council services and demand for services.	20	20

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


Highways and Transport Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - Following a period of significant rainfall and flooding on the highway network in November, we had a prolonged cold period in January. During this time, we had to undertake frequent gritting, often more than once per night to deal with changing weather conditions. The impact of winter weather sustained elevated ground water levels, and the preceding long hot summer has resulted in a very high number of safety defects on the network.
 - Live Labs 2 – ‘Greenprint’ a joint innovation project with South Gloucester Council has been awarded provisional funding, subject to final Outline Business Case. The partnership will pioneer a replicable, circular economy approach for harnessing green estate biomass for power, alternative fuels, and asphalt additive to achieve a model for green estate management that pays for itself and more.
 - Bus patronage is recovering however there is a split between paid for (fares) and free (older persons bus pass) usage with the latter remaining around 20% below pre-pandemic levels. Further work to complement the ‘BusIt’ campaign, launched to attract older people with free bus passes to return or start to use buses again, is being considered.
 - Active Travel England have agreed £0.237m to support our capacity and capability to deliver active travel across the county. We are currently agreeing with them how these funds will be spent.
 - A further £2.96m fund has been awarded to support the roll-out of on street electric vehicle charge points. Resident engagement on Phase 2 sites will commence in late May.
 - The Highway, Transport and Planning Delivery Programme for 2022/23 has been completed. Over 530 schemes were delivered valuing £54.5m. The Programme details planned schemes on our roads and footways, including bridges, traffic signals, highway improvements, road safety, public rights of way, drainage improvements and intelligent transport systems.
 - Construction works on the A259 (Littlehampton) to widen approximately 2km of the existing single carriageway to a dual carriageway are continuing to progress well with works programmed to complete in April 2024.
 - A284 Lyminster Bypass (North) construction works to provide a new carriageway and shared footway/cycleway facility is progressing to programme. As part of these works a new viaduct will be constructed over Black Ditch and its associated flood plain to ensure no increase in flood risk.

Our Council Performance Measures

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

Highways and Transport		2022/23 Target	Performance Over The Last 3 Periods			DoT
17	Measure: Length of new cycle infrastructure across the County (CC) Reporting Frequency: Quarterly, Accumulative 	30km by 2025 = 7.5km per year	Sep-22	Dec-22	Mar-23	↗
			G	G	G	
Performance Analysis: Mar-23: The following cycling schemes were completed during Q4 22/23 providing an annual total of 5.42km for 2022-23. <ul style="list-style-type: none"> A24 Findon Valley to Findon – 0.96km A259 Littlehampton to Angmering (Angmering section) – 1.4km Total delivered during Q4 = 2.36km We remain ahead of target overall with 21.73km of infrastructure being delivered in the first two years vs a target of 15.00km.						
Actions: We continue to work towards our 2025 target (30km over a 4-year period) with the provision of a high-quality cycling.						
18	Measure: Percentage length of A and B roads that require maintenance Reporting Frequency: Annually (October)	14.0%	2020/21	2021/22	2022/23	↘
			A	A	R	
Performance Analysis: Mar 23: The annual National Road Condition data shows the following results: <ul style="list-style-type: none"> 69.1% Good condition and no planned maintenance 15.1% Fair condition, requiring maintenance soon 15.8% Poor condition and in need of maintenance The current Corporate KPI target for this measure is for an annual reduction of 0.5% in these roads requiring maintenance. The combined percentage of the A & B road network in West Sussex that requires maintenance has been slowly rising since 2014.						
Actions: The capital investment is the funding source which delivers proactive maintenance, directly contributing to condition scoring. It is this where we have seen increase in investment over the last 2-3 years. Unfortunately, with the cycle of condition survey, this is a lagging indicator. This year sees a £19m investment in our carriageways, all of which should help to improving on our target						
19	Measure: Highway defects repaired within required time scale Reporting Frequency: Quarterly. Reported 1 month in arrears.	96.0%	Sep-22	Dec-22	Feb-23	↘
			G	G	A	
Performance Analysis: Mar-23: Performance against this measure has been much improved compared to the results in 21/22 where we were struggling to see results above 80%. The improvement has come about largely due to a change in how the service is delivered by our contractor that is more performance oriented.						
Actions: The service continues to closely monitor contract performance.						

Highways and Transport		2022/23 Target	Performance Over The Last 3 Periods			DoT
41	Measure: Killed and seriously injured casualties per billion vehicle miles Reporting Frequency: Annually (September)	103	2019	2020	2021	↗
			N/A	R	A	
			121	127 (2020 Target: 112)	118 (2021 Target: 107)	
Performance Analysis: Mar-23: The latest available data is for 2021 was previously reported in Q2 PRR and shows results of 118 per billion miles travelled, a 15% drop on 2020. This is an annual measure and results from the Department of Transport for 2022 will not be available until Autumn 2023.						
In the meantime, we can report the following supplementary data: <ul style="list-style-type: none"> The KSI outturn for 2021 was 469, this is down 7% on 2020. There were 543 KSIs between 1 Jan 2022 and 31 Dec 2022, this is provisional because the data is being validated. This is a 16% increase on 2021 and up 5% up on the latest 5-year average. School Zig Zag project - We have identified six schools to participate in a trial project to help demonstrate the importance of the zig zags and that they should not be parked on. The first school, Bersted Green, participated before Easter and more are planned leading up to the summer holidays. Analysis detail will be made available in due course 						
Actions: Our on-going road safety engineering schemes, education, training, and publicity include: <ul style="list-style-type: none"> Our partnership with The Sussex Safer Roads Partnership, promoting a wide range of behavioural change programmes. Provision of Bikeability training to about 9000 year 6 pupils. Approximately 35,000 offenders undertaking driver training courses each year. Our Road Safety Facebook page, which allows us to engage with the community on road safety issues, run educational campaigns and generates discussion and dialogue between road users. 13 locations were treated last year as part of an annual local safety programme that looks to make road improvements to areas that have historically higher number of road traffic accidents. Measures ranged from signing improvements, resurfacing with high skid resistant materials, to altering junction layouts. Four schemes have been delivered this year and a further 34 are at feasibility or detailed design stage. 						

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure – National Concessionary Fares and final 2021/22 pandemic related costs	£0.541m	Use of non-ringfenced Covid-19 grant.	(£0.541m)	
Street Lighting PFI – Increase in energy prices less one-off backdated energy rebate	£3.377m	Reduced uptake in National Concessionary Fares	(£2.037m)	
Traffic Signals - Energy prices	£0.140m	Additional Income - Highways Street Works	(£0.563m)	
Highway Maintenance - Inflation and weather events	£0.935m	Additional Income - Road Safety Training and Local Transport Improvements	(£0.247m)	
In house Transport Provision - Increased demand and cost	£0.779m	Additional Income - Highways Agreement (Adoption of Roads)	(£0.592m)	
		Ash Dieback slippage	(£0.186m)	
		Highways Service – Staffing vacancies	(£0.128m)	
		Other minor variations	(£0.223m)	
Highways & Transport Portfolio - Total	£5.772m		(£4.517m)	£1.255m

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

4. The 2022/23 financial outturn position for the Highways and Transport Portfolio is an overspend of £1.255m. this is a reduction of £0.345m when compared to the £1.6m overspent forecast in December. The main movements during the quarter relate to underspending on the Ash Dieback project and an increase in income received.
5. The **Street Lighting PFI** has overspent by £3.377m in 2022/23. The surge in demand for electricity following the recovery from the Covid-19 pandemic combined with the significant impact to energy markets from the war in Ukraine has led to a substantial increase in electricity prices during 2022/23.
6. Purchasing through the LASER consortium and assistance from the government's non-domestic Energy Bill Relief Scheme mitigated the worst of the market extremes, however, prices increased by around 90% compared to last year. This led to the overspending of £3.337m against the budget, after allowing for a £0.400m one-off reconciliation credit received relating to the Winter 2021/22 period.
7. The inflationary pressure experienced in 2022/23 has been addressed within the 2023/24 budget, however, the outlook remains uncertain and will be affected by a combination of factors including the cessation of the Energy Bill Relief Scheme, changes to wholesale prices and LASER's purchasing strategy.
8. The electricity cost pressure has also affected the **traffic signals** budget, leading to an overspending of £0.140m. This is a reduction of £0.160m since the previous estimate in December, reflecting the latest consumption and billing information.
9. A combination of inflationary pressure and the extreme weather events experienced over the last year have led to an overspending of £0.935m on the **Highway Maintenance** budget which is an increase of £0.535m since the previous December 2022 forecast. The impact of the weather events in particular has led to a significant number of issues on the network and costs have increased as additional resource has been deployed to tackle this during the final quarter.
10. Widespread flooding resulted in the need for additional jetting capacity to clear/investigate issues and winter gritting operations were increased, particularly in January where gritters often had to be sent out more than once per night. A significant number of incidents on the network have also increased expenditure on emergency works and the related traffic management measures.
11. The **In-house Transport Provision Service**, which provides internally operated home to school transport and social care transport services, experienced a combination of increased demand and inflationary pressure on

running costs during 2022/23. The increase in demand related to home to school transport, where additional routes have been taken on in cases where external suppliers have not been able to provide at viable rates.

12. The outturn overspending position of £0.779m represents an increase of £0.279m since December, as the impact of transport arrangements for the new academic year has worked through. Provision has been made within the 2023/24 budget to address the increased service level and inflationary cost pressure. The budget will be kept under close review during 2023/24.
13. The **National Concessionary Fares Scheme** has underspent by £2.037m. Following consideration of Department for Transport (DfT) guidance, bus operators were reimbursed based on pre-pandemic patronage (adjusted for bus reduced service mileages) during 2022/23.
14. Uptake has recovered more slowly than anticipated and remains at around 60-70% of pre-pandemic levels. The approach adopted provides support to the sector to allow further time for patronage to recover, running alongside WSCC's "Bus It" campaign to attract pass holders back to using local buses.
15. The outturn position includes an underspending of £1.537m due to reduced bus service mileages. This represents a reduction of £0.237m since December and is based upon revised estimates received during the final quarter of 2022/23. Final mileages will be confirmed following reconciliation with operators during the first quarter of 2023/24.
16. Income from **highways street works charges** to utility and telecommunication providers remained strong throughout 2022/23 and exceeded the budgeted level by £0.562m.
17. Income from **local transport improvements and road safety** exceeded budgeted levels by £0.247m this year. This reflects increased levels of development-related bus stop relocations and income from road safety training.
18. **Highway Agreement income** relating to the adoption of roads, has exceeded the budgeted level by £0.592m in 2022/23. This reflects increased levels of development-related bus stop relocations and income from road safety training and represents an increase of £0.097m since the previous estimate in December
19. The **Ash Dieback** budget underspent by £0.186m. This underspending has arisen at year-end due to the slippage of planned tree works into 2023/24.

In-year Revenue Grant Update

20. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year.
21. These additional funds have/will be utilised in accordance with the grant determination.

New In-Year Grant - Name and Details	(£)
Bus Service Improvement Plan (BSIP) Grant - The first grant instalment of a multi-year programme. The BSIP was submitted to the DfT and revenue grant funding of £5.4m for the period 2022-25 has been secured	£959,400
Active Travel Capability Fund Grant - Funding was awarded in March 2023 following a successful bid to Active Travel England.	£237,700
Local Transport Fund Grant – Additional funding allocated in year from the Department for Transport.	£463,000
Local Electric Vehicle Infrastructure (LEVI) Capability Fund Grant 2022/23 - The County Council received £112,500 of grant from the Department for Transport in March 2023 to provide capacity for the planning and delivery of EV charge points across the county. This grant will be utilised by the Highways and Transport Portfolio in 2023/24. *Accounted for within Environment and Climate Change Portfolio.	£112,500

Proposed Carry Forward Requests

22. A number of carry forward requests have been processed during the closure of the accounts, including the following item within the Highways and Transport Portfolio:

2022/23 Carry Forward Requests	Amount
Bus Service Improvement Plan (BSIP) 2022/23 Grant – The first grant instalment of £959,400 in a multi-year programme was received at the end of February 2023. The BSIP was submitted to the DfT and revenue grant funding of £5.4m for the period 2022-25 has been secured. It is expected that this will deliver: <ul style="list-style-type: none"> • Reduced Bus Fares for Young People • Support to Bus Services • Marketing to promote the use of bus services • Passenger Information at Bus Stops 	£959,400
Active Travel Capability Fund Grant 2022/23 - Grant of £237,700 was awarded in March 2023 following a successful bid to Active Travel England. The funding is to be used over the next 12 months to deliver the following: <ul style="list-style-type: none"> • Development of Local Cycling and Walking Infrastructure Plans (LCWIP), including network development and value for money assessment • A 'School Streets' trial including monitoring and evaluation in partnership with Sustrans. • Public engagement on Chichester LCWIP concept design 	£237,700
Local Electric Vehicle Infrastructure (LEVI) Capability Fund Grant 2022/23 - The County Council received £112,500 of grant from the Department for Transport in March 2023 to provide capacity for the planning and delivery of EV charge points across the county. This grant will be utilised by the Highways and Transport Portfolio in 2023/24. *Accounted for within Environment and Climate Change Portfolio.	£112,500

23. The following carry forward balance from 2021/22 which is currently within reserves also remains available use in 2023/24.

2021/22 Carry Forward Available In 2023/24	Amount
<p>Supported Bus Services Grant – Grant was received from the DfT to pilot and implement improvements to supported bus services, however, it has not been possible to do this because of the Covid-19-pandemic.</p> <p>It is requested that any unspent balance on the Supported Bus Services Grant is carried forward into 2023/24 and 2024/25 to enable investment in rural bus services that are struggling as a consequence of the pandemic. This is in line with the terms of the grant and will also compliment the County Council’s Bus Services Improvement Plan (BSIP). The BSIP funding awarded for 2023-25 fell short of the County Council’s original bid in this respect and services in need of support to improve frequency over the two-year period have been identified.</p>	£369,700
<p>Local Transport Authority Bus Capacity Grant – Grant was received to support the development of the Bus Service Improvement Plan (BSIP) and provide capacity for the implementation of an Enhanced Partnership approach to working with bus operators in 2022/23.</p>	£116,500

24. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward reserve and made available to assist the overall financial position.

Covid-19 Expenditure Update

25. Within the Highways and Transport Portfolio, the cost to fund £0.5m of bus operator reimbursements, following recently revised Department for Transport (DfT) guidance which detailed bus operators should continue to be reimbursed on pre-pandemic patronage (adjusted for reduced service mileages) has been made to the non-ringfenced Covid-19 grant, alongside the £0.040m of final invoices relating to 2021/22 Covid-19 highways expenditure.

Savings Delivery Update

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

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

Savings Key:

R Significant Risk

A At Risk

G Delivered/
Mitigated In Year

B Delivered On An
Ongoing Basis

Capital Programme

Performance Summary - Capital

27. There are 23 schemes within the portfolio. 19 of the schemes in delivery are rated green, indicating that the project is reporting to plan. Two are rated as amber, indicating that there is an issue but that it can be dealt with by the project delivery team and two schemes are reporting as red, indicating that there is a significant issue requiring corrective action. An update on the progress of the schemes are detailed in the table below:

Scheme	RAG Status at Mar 2022	Reason	Latest RAG Status	Updated Position
A29 Re-alignment, Arun, Phase 1	RED	Cost pressure due to funding requirement	RED	Options being considered.
A259 Bognor to Littlehampton Corridor Enhancement, Arun Corridor Enhancement	AMBER	Cost Pressure due to inflation and other factors	AMBER	Options being considered
A259 Corridor Capacity Enhancement, Arun	GREEN	There are budget pressures relating to delay and changes to the design.	GREEN	Budget now allocated to recognise business as usual aspect of the scheme
Active Travel Fund	GREEN	Three schemes due to be delivered in 2022/23 are to be slipped into 2023/24	GREEN	2023/24 works programme now agreed
A2300 Corridor Capacity Enhancement, Burgess Hill	GREEN	Project completion expected in 2024	GREEN	Not applicable
A284 Lyminster Bypass, Arun	GREEN	Project completion expected in 2024	GREEN	Not applicable
Bus Service Improvement Programme	RED	Programme milestones and deliverables to be agreed	RED	Programme Board to review
Carriageways	GREEN	On-going block of works	GREEN	Not applicable
Community Highways Schemes	GREEN	On-going block of works	GREEN	Not applicable
Crawley Real Time Passenger Information	GREEN	Practical completion achieved	GREEN	Not applicable
Footway Improvements	GREEN	On-going block of works	GREEN	Not applicable

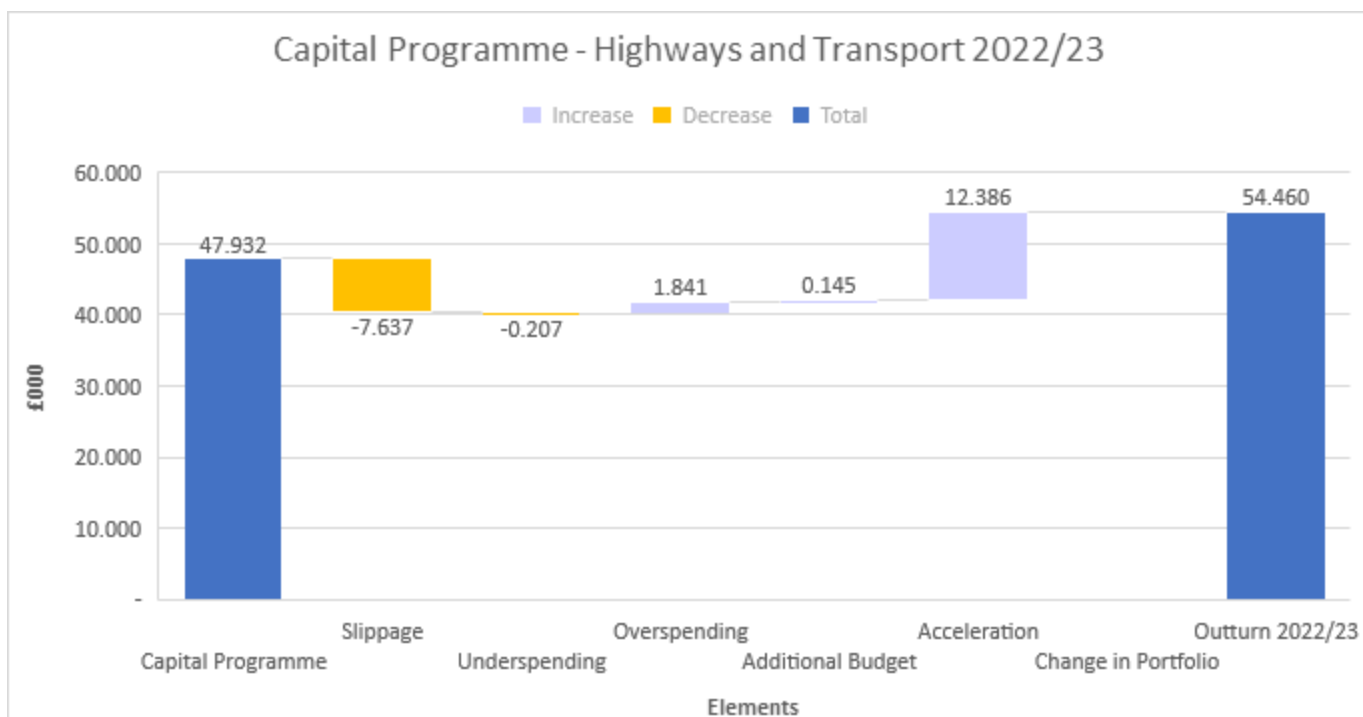
Scheme	RAG Status at Mar 2022	Reason	Latest RAG Status	Updated Position
Haywards Heath – South Road Town Centre Study	GREEN	Preliminary design completed January 2023	GREEN	Not applicable
Highways Operation	GREEN	On-going block of works	GREEN	Not applicable
Intelligent Transport Systems	GREEN	On-going block of works	GREEN	Not applicable
LED Streetlight Conversion	AMBER	Deed of variation has not yet been agreed	AMBER	A It is hoped the Deed of Variation will be signed off by all parties shortly
Local Transport Improvement Programme	GREEN	On-going block of works	GREEN	Not Applicable
On-Street Pay & Display	GREEN	Works in Worthing and East Grinstead Machines have been completed.	GREEN	Not Applicable
Public Right of Way	GREEN	On-going block of works	GREEN	Not Applicable
Road Safety	GREEN	On-going block of works	GREEN	Not Applicable
Signals	GREEN	On-going block of works	GREEN	Not Applicable
Staff Capitalisation - Highways	GREEN	Not Applicable	GREEN	Not Applicable
Structures	GREEN	On-going block of works	GREEN	Not Applicable
West of Horsham	GREEN	Majority of works completed	GREEN	Not Applicable

Finance Summary - Capital

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

29. During the year, the Highways and Transport Portfolio spent £54.460m on its capital programme, an increase of £5.352m when compared to the profiled spend reported in December 2022. Investment in the year focussed around the Annual Highways Works Programme which maintains the roads alongside major highway projects including the A284 Lyminster Bypass, re-alignment of the A29

between Bognor and Westergate and corridor improvements on the A259 reflecting the importance of improving our road network infrastructure.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Outturn 2022/23 – Total capital programme expenditure as at 31st March 2023.

30. Details of the main movements since December are as follows:

- **Slippage: (-£7.637m). Movement since Q3 report: (-£1.748m).**
 - **A259 Corridor Capacity Enhancement, Arun – (-£1.161m) -** Scheme completion date has moved with completion now expected in April/May 2023; therefore, funding has been reprofiled into 2023/24.
 - **A2300 Corridor Capacity Enhancement, Burgess Hill – (-£0.281m) –** Funding has been reprofiled to reflect a revised forecast.
 - **Street Lighting LED – (-£0.189m) –** There are continued delays between all parties in the completion of the Deed of Variation, therefore funding has been reprofiled into future years.
 - **A29 Re-alignment, Arun, Phase 1 – (-£0.026m) -** Small amount of slippage as costs profiled were slightly different to actuals.
 - **Active Travel Fund – (-£0.090m) -** Small amount of slippage as costs profiled were slightly different to actuals.
- **Underspending: (-£0.207m). Movement since Q3 report: (-£0.207m).**

- **Shoreham Footbridge – (-£0.203m)** – This project completed a number of years ago. It has now been confirmed that no further payments are due, leading to the remaining budget being returned to the corporate capital improvements line in the programme.
- **Overspending: £1.841m. Movement since Q3 report: £0.000m.**
- **Additional Budget: £0.145m. Movement since Q3 report: £0.000m.**
- **Acceleration: £12.386m. Movement since Q3 report: £7.307m.**
 - **A284 Lyminster Bypass – £3.601m** – Works to the viaduct has been programmed earlier than first anticipated following the sign-off of vesting certificate; therefore, funding has been accelerated into 2022/23.
 - **Annual Works Programme - £3.619m** - Significant works have completed before year end mainly in carriageways that were originally expected to complete in April/May 2023.
 - **A259 Bognor to Littlehampton Corridor Enhancement - £0.072m** - Progress has been made on the outline business case, leading to acceleration of funding into 2022/23.

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

Grants Update - Capital

32. Since the approval of the Capital Programme in February 2022, a number of grants have been awarded. These are required to go through governance and will be added to the five-year Capital Programme. In recent months, the County Council has been notified of the following grant.

New Capital Grant Notification	Value (£)
Highways Maintenance and Pothole Repair Funding – Within the Spring Budget, the Government announced an additional £200 million for highways maintenance for the 2023/24 financial year. The County Council’s allocation has been confirmed as £3.046m.	£3,046,000
Local Electric Vehicle Infrastructure – Funding has been awarded in relation to the delivery of the Local Electric Vehicle Infrastructure (LEVI). This funding is to implement public electric vehicle infrastructure.	£1,786,000
On-street Residential Charge Points – Funding has been awarded for the purpose of installing on-street charge points for local residents wishing to charge their plug-in electric vehicles.	£2,875,000

Risk

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

Leader Portfolio (including Economy) - Summary

Performance Summary

1. The Portfolio has a number of performance highlight to report this quarter:
 - Applications are open for the [Create South East programme](#). Ambitious owners of businesses in the creative sector in West Sussex can now benefit from a special programme of support designed to help them prepare for future financial investment and enable them to scale and grow their businesses. Business owners can benefit from 1-2-1 expert mentoring to help address challenges, explore opportunities, and develop new networks. There will also be tailored workshops covering business foundations and sub sector- specific challenges, along with the opportunity to meet and pitch for investment as part of the national Create Growth Programme. The programme has been developed by a consortium of partners, including West Sussex County Council, after successfully securing funding from the Department for Culture, Media, and Sport.
 - Let's Go! Net Zero is a new initiative to motivate businesses to embrace sustainability and empower a resilient and forward-thinking economy across West Sussex, funded jointly by the County Council and the District and Borough Councils. [Green Business Champions](#) are being sought to help build an understanding of net zero and the many potential benefits of taking sustainability to the heart of a business, from energy cost savings to securing investment. The champions are being recruited by the delivery partners, University of Brighton's Green Growth Platform and Low Carbon Leaders. Let's Go! Net Zero is underpinned by the local authorities' aim to support business to make decisions which reduce carbon impact to support a sustainable and prosperous economy. The scheme will provide businesses with information and sustainability tips through a countywide programme of demonstrator events, where experts and industry peers will share their experiences.
 - Mobile 4G connectivity is increasingly becoming a focus because we understand its role in providing online connectivity in areas where broadband speeds are slow or non-existent. Following the successful trial of a bespoke 4G solution with selected businesses in rural areas in Chichester and Mid Sussex, a '4G Mobile Broadband Voucher Scheme' has been launched. Funding is now available to eligible businesses, which qualify for a bespoke 4G connectivity solution. The Rural Project Board agreed a £30k pilot funding, with the intention to commit up to a further £140k if there is evident demand. In parallel, we have developed and launched a 4G self-help guide to share with other non- business rural premises.
 - The County Council is collaborating with district and boroughs councils on the 'Connected Spaces WiFi Project' to deploy freely available outdoor WiFi at key economic and tourist centres within the County. A contract has been awarded to a supplier, North, to design and provide the technology solution. The publicly available Wi-Fi will help to support each area's businesses and events by allowing outdoor online transactions and

innovative digital ways of working. This is expected to assist in marketing services to attract more visitors because they can share their experience online and promote the locations to new users. Power and fibre surveys are now completed, and designs are being updated as a result.

Our Council Performance Measures

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

Leader		2022/23 Target	Performance Over The Last 3 Periods			DoT
15	<p>Measure: Enterprises supported to start, revive, innovate and grow</p> <p>Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.</p>	1,760	Sep-22	Dec-22	Mar-23	↗
			G	G	G	
			2,169	2,398	3,270	
<p>Performance Analysis: Mar-23: A key focus of the council's Economy Plan is to provide support to enterprises, encouraging successful start-ups and helping established businesses to revive, innovate, and grow. Seven initiatives make up the KPI, which are The Track creative digital hub in Bognor Regis; partnership programmes Experience West Sussex supporting tourism enterprises, and Business Hot House, RISE, and LoCASE providing business support, innovation support, and grants to enterprises; and a programme to support enterprises to reduce their carbon footprint and become more sustainable. One further programme is being mobilised following the procurement of delivery partners, led by the County Council on behalf of the West Sussex local authorities to support enterprises to adopt digital technology and services to help achieve business goals. RISE, The Track and Business Hothouse did not meet targets. This is largely because the programme targets were set before the pandemic, and both the pandemic and the wider economic conditions impacting business engagement and delivery. Overall, the KPI for the year exceeded target.</p> <p>Actions: All initiatives to continue as part of Economy Plan headline actions for 23/24 with the exception of Business Hothouse which concluded in March 2023.</p>						
20	<p>Measure: Percentage of premises able to access gigabit-capable connectivity by 2025 (working towards government target of 85% by the end of 2025)</p> <p>Reporting Frequency: Annually (April)</p>	55.0%	2020/21	2021/22	2022/23	↗
			G	G	G	
			21.2%	50.3%	60.3%	
<p>Performance Analysis: Mar-23: Working with DSIT (Department for Science, Innovation and Technology) and suppliers within the county with commercial plans or Voucher schemes. Market engagement is now completed to obtain feedback from suppliers regarding the Intervention Area Project Gigabit. The West Sussex Project Gigabit procurement was launched Jan 23. The ITT (Invitation To Tender) is due to be launched late April 23.</p> <p>Actions: Continue to support intervention in sub super-fast communities.</p>						
24	<p>Measure: Number of growth deals in place with district and boroughs</p> <p>Reporting Frequency: Annually (April)</p>	7	2020/21	2021/22	2022/23	→
			G	G	G	
			7	7	7	

Leader	2022/23 Target	Performance Over The Last 3 Periods	DoT
<p>Performance Analysis: Mar-23:</p> <ul style="list-style-type: none"> • Works commenced on site in Wivelsfield as part of Phase One Burgess Hill Place and Connectivity Programme. • Littlehampton Town Centre Public Realm Improvement works continue. • Planning permission for Three Bridges Station was approved. • Phase Two of Manor Royal Highways Improvements works commenced. <p>Actions:</p> <ul style="list-style-type: none"> • Further engagement on Bognor Regis Esplanade Public Realm Improvements is due to commence. • The team will support district and boroughs to submit bids to the Brownfield Land Release Fund. 			

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
		Staffing vacancies within the portfolio including senior leadership positions.	(£0.375m)	
Leader Portfolio - Total	£0.000m		(£0.375m)	(£0.375m)

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

4. The 2022/23 financial outturn position for the Leader Portfolio is an underspend of £0.375m. This underspend has arisen due to a number of in-year **staffing vacancies** including 0.5FTE for the Chief Executive role for which costs are shared with East Sussex County Council, and vacancies within the Executive Assistants team.

Savings Delivery Update

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

Capital Programme

Performance Summary

6. There are 12 schemes within the portfolio. Nine of the schemes in delivery are rated green, indicating that the project is reporting to plan. One scheme is

rated as amber, indicating that there is an issue but that it can be dealt with by the project delivery team and two scheme are within their final retention phase. An update on the progress of the schemes are detailed in the table below:

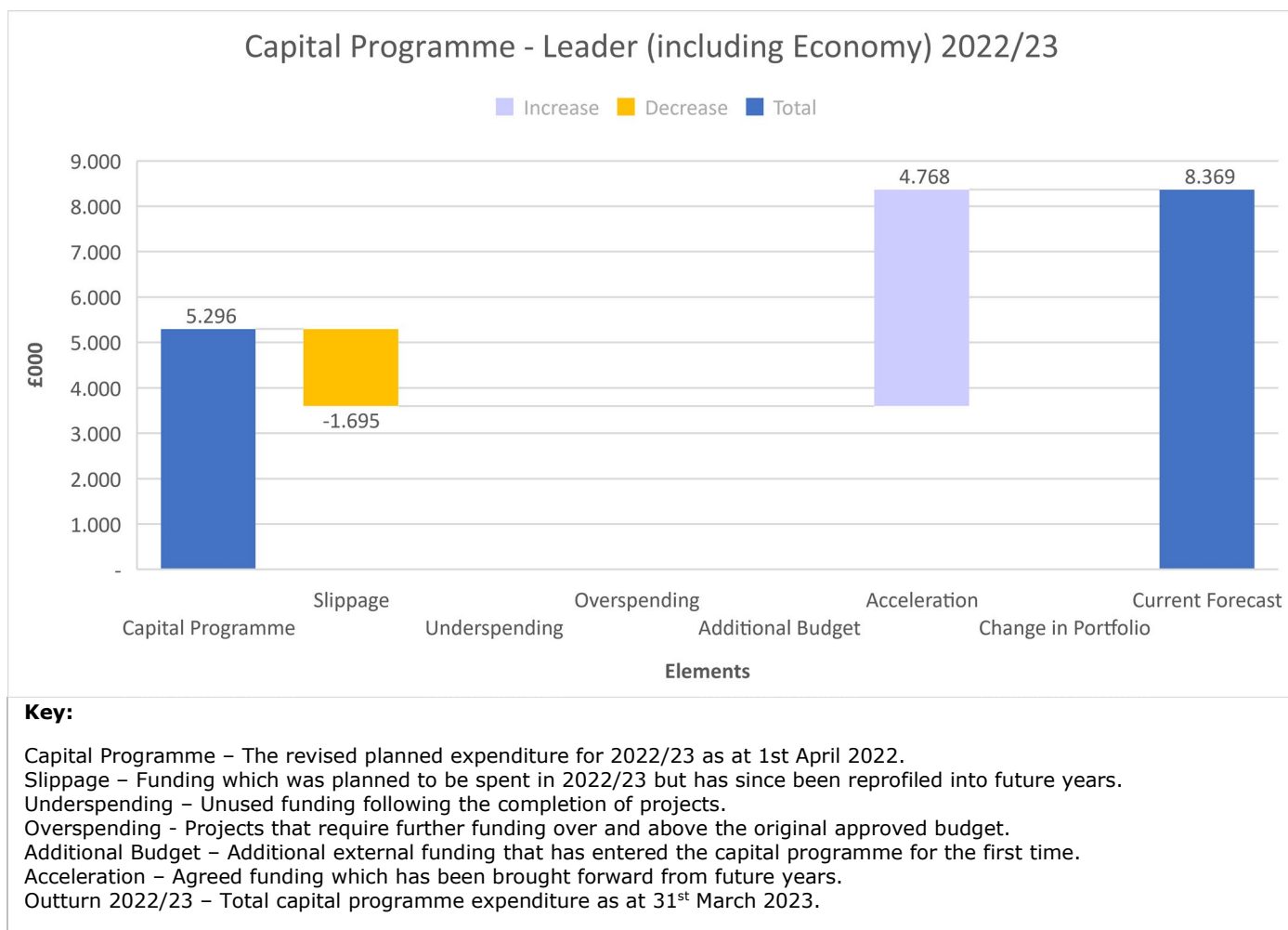
Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
Arun Growth Programme - Bognor Regis Esplanade	GREEN	Detailed design to be finalised by July 2023.	GREEN	Not applicable
Arun Growth Programme - Littlehampton Terminus Road	GREEN	On track for completion in Autumn 2023	GREEN	Not applicable
Adur Growth Programme - Southwick Square (Public Realm Improvements)	GREEN	Project only just underway	GREEN	Not applicable
Burgess Hill Growth Programme - Phase 1 - Stations	AMBER	The Contractors timeline to be reset due to site issues	AMBER	It is expected that the project will be on track next month
Burgess Hill Growth Programme - Phase 2 – Church Road	GREEN	Awaiting public consultation	GREEN	Local elections have impacted on consultation timeframe
Burgess Hill Growth Programme - Phase 3 – Victoria Business Park	GREEN	Awaiting public consultation	GREEN	Not applicable
Crawley Growth Programme - Eastern Gateway	GREEN	On track for completion in Autumn 2023	GREEN	Not applicable
Crawley Growth Programme - Manor Royal London Rd and Manor Rd	GREEN	Due to be finalised by Winter 2023	GREEN	Not applicable
Worthing Public Realm – Portland Road	GREEN	The Civic Opening has taken place	GREEN	Not applicable
Worthing Public Realm – Portland Road	GREEN	Programme of works agreed with Worthing Borough Council	GREEN	Not applicable

7. It should be noted that the responsibility for growth deals is now split between the Leader Portfolio and the Support Services and Economic Development Portfolio. These changes are reflected in the 2023/24 Capital Programme and will be monitored and reported accordingly.

Finance Summary – Capital

8. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £2.956m for 2022/23. Budget of £2.340m originally profiled to spend in 2021/22 was slipped into 2022/23, revising the capital programme to £5.296m.

9. During the year, the Leader Portfolio spent £8.369m on its capital programme, a reduction of £0.455m when compared to the profiled spend reported in December 2022. Investment in the year focussed around the County Council's priority of a sustainable and prosperous economy with Growth Programmes in Adur, Arun, Burgess Hill, Crawley and Worthing underway.



10. Details of the main movements since December are as follows:

- **Slippage: (-£1.695m). Movement since Q3 report: (-£1.314m).**
 - **Crawley Growth Programme - Manor Royal Highway Improvements and Bus Lane Extension – (-£0.563m)** – Main works have not progressed as first planned due to delays to some of the utility diversions required, therefore funding has been reprofiled into future years.
 - **Crawley Growth Programme - Eastern Gateway (-£0.333m)** – The final works are underway however estimated payments in year were less than first anticipated. Funding has been slipped into 2023/24.
 - **Worthing Public Realm - Railway Approach – (-£0.353m)** – A review is being carried out with Worthing Borough Council as to the final design of the project, therefore funding has been reprofiled into 2023/24.

- **Arun Growth Programme - (-£0.065m)** – Discussions on local development proposals, scheme concepts and inclusion in highway and urban realm schemes has resulted in delayed agreement on preliminary design scope for the Bognor Regis Esplanade project. This has resulted in the majority of detailed design now expected to take place in 2023/24.

- **Acceleration: £4.768m. Movement since Q3 report: £0.859m.**
 - **Burgess Hill Growth Programme - £0.712m** – Payments have been made to our growth programme partners Mid Sussex District Council who have delivered a scheme as part of the partnership agreement.
 - **Crawley Growth Programme - Town Centre Walking and Cycling - £0.113m** – Approval has been given to deliver the Western Boulevard walking and cycling scheme within the Crawley Growth Programme funded by contributions from Crawley Borough Council. £0.113m has been spent in 2022/23 with the remaining £0.017m profiled to spend in 2023/24.
 - **Adur Growth Programme - Southwick Square - £0.034m** - Approval has been given to allocate £0.600m from the remaining capital growth allocation to complete the detailed design, tender and construction of the Southwick Square public realm scheme which will be managed directly by Adur District Council. £0.034m had been spent in 2022/23 with the remaining £0.566m planned to be utilised in 2023/24.

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR68	The government have placed restrictions and imposed requirements on Local Authorities to support in the management of the Covid-19 pandemic. If local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness.	10	10

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR7	There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes . Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.	8	8

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

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Public Health and Wellbeing Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:
 - National No Smoking Day took place on Wednesday 8th March. This year's campaign focused on brain health and the link between smoking and dementia, with the message that stopping smoking improves your brain health and reduces the risk of dementia. The national campaign encouraged smokers to 'Never give up giving up' and signposted them to the [NHS Better health Quit Smoking website](#). The County Council supported the campaign locally in West Sussex, with our public health and communications teams working together to share key messages with our residents and communities. This was through social media and local networks, raising awareness of free support from [local stop smoking services](#), and tailored advice from trained advisors in our local Wellbeing teams, GP surgeries and pharmacies. They also produced a [short video](#) featuring a case study of Andy who successfully gave up smoking with the help of the West Sussex Wellbeing Service.
 - The County Council's Public Health Directorate is funding access to the '[Gro Health](#)' app in response to growing numbers of people who are overweight or obese. This is in addition to a range of existing funded weight management services available via West Sussex Wellbeing and the NHS. Gro Health will offer an additional local programme for those wanting access to free digital support who are not eligible for the NHS digital weight management offer (eligibility criteria available [here](#)). It is the first time that people in West Sussex have been offered free access to such an innovative digital service for weight management without a GP referral. The number of adults who are overweight or obese in West Sussex has increased from 61.6% in 2019/20 to 63.8% in 2020/21 and 23.3% were classified as being obese. Gro Health provides tailored support for individuals for 12 months and is available in 19 different languages. It can be accessed online using a phone, tablet or computer, without the need to download any special software, and can be accessed via free apps available for both iPhone and Android for those who wish to download them.

A West Sussex Health and Wellbeing Board (HWB) seminar hosted by Cllr Bob Lanzer, Chairman of the Board, and led by Natalie Brahma-Pearl, Chief Executive of Crawley Borough Council, took place on Monday 20th February at County Hall, Chichester. The well-attended event focused on the impact of Covid-19 so far on the homeless population across West Sussex, and new and emerging cross-cutting issues and developments, including what we are seeing with cost-of-living pressures. Feedback on the event was provided at the [West Sussex Health and Wellbeing Board meeting](#) on 27 April 2023.

- Crawley Wellbeing Mobile Unit: Part of the [West Sussex Wellbeing Programme](#), funded by West Sussex Public Health, Crawley Wellbeing, based at [K2 Crawley](#), offers a free, friendly and impartial service to support people who live or work in West Sussex, to make positive improvements to their physical and emotional health and wellbeing. On Thursday, 2nd March, the service launched a new [Wellbeing Mobile Unit](#), enabling it to be more accessible than ever

before, visiting local neighbourhoods throughout Crawley. Individual appointments and information are available for a range of health and wellbeing issues, including help to stop smoking, drink less alcohol, and advice on how to lose weight, as well as how to get more active. Eligible residents will be able to have an NHS Health Check. It will also promote health and wellbeing campaigns, be able to visit workplaces as part of a workplace health programme and appear at community events. The new mobile unit has been jointly funded by Crawley Borough Council in partnership with West Sussex County Council as part of the West Sussex Wellbeing Programme.

Our Council Performance Measures

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

Public Health and Wellbeing		2022/23 Target	Performance Over The Last 3 Periods			DoT
			2020/21	2021/22	2022/23	
5a	Measure: Uptake of flu vaccine in over 65s or at risk Reporting Frequency: Annually	75.0%	G	G	G	↓
			83.7%	85.0%	83.5%	
Performance Analysis: Mar-23: As of March 23 (last validated and published data) the vaccination uptake for West Sussex was comparing well against the national averages of 79.9% and exceeding this in all 'at risk' groups. Actions: The Director of Public Health is a member of Sussex Covid-19 and Influenza Vaccination Programme Board to support and promote uptake across the system including and bringing in local authority involvement and support. Consultant in Public Health chairs West Sussex Covid-19 and Influenza Placed Based Cell and represents the County Council at the South East Vaccine Equality Network and NHS England Immunisation Programme Board.						
5b	Measure: Update of flu vaccine in 'at risk' groups Reporting Frequency: Annually	50.0%	G	G	G	↓
			56.7%	58.5%	53.8%	
Performance Analysis: Mar-23: As of the March 23 (last validated and published data) the vaccination uptake for West Sussex was comparing well against the national averages of 49.1% and exceeding this in all 'at risk' groups. Actions: The Director of Public Health is a member of Sussex Covid-19 and Influenza Vaccination Programme Board to support and promote uptake across the system including and bringing in local authority involvement and support. Consultant in Public Health chairs West Sussex Covid-19 and Influenza Placed Based Cell and represents the County Council at the South East Vaccine Equality Network and NHS England Immunisation Programme Board.						
6	Measure: Healthy weight of 10-11-year-olds Reporting Frequency: Annually	Top Quartile in South East (66.1%)	G	G	G	↗
			69.8%	63.2%	65.7% (Target: 63%)	

Public Health and Wellbeing		2022/23 Target	Performance Over The Last 3 Periods			DoT
<p>Performance Analysis: Mar-23: Healthy Child Programme will deliver the annual National Child Measurement programme for 2023/24. Awaiting national guidance and recording templates.</p> <p>Actions: The latest data continues to provide a good basis for ongoing and developing obesity work for both Reception and Year 6 children for 2022/23. Obesity is a complex issue affecting all ages, which emphasises the importance of the need for a family targeted approach, working across all age groups. Delivery of the National Child Measurement Programme (NCMP) for Reception and Year 6 for 2022/23 in West Sussex is on track and will be completed later in the year.</p>						
	<p>Measure: Healthy life expectancy for men</p> <p>Reporting Frequency: 3 Year Rolling Average</p>	<p>66 Years</p> <p>(Pre-Pandemic Levels)</p>	2017/18	2018/19	2019/20	↓
			N/A	G	A	
			64.6 Years	66.0 Years	63.8 Years	
31	<p>Performance Analysis: Sep-22: Updated local authority data for HLE for men for the 2018-2020 period has been released, which includes the first year of the Covid-19 pandemic (2020). This shows that since the last data period 2017-2019, HLE for men has decreased by 2.2 years to 63.8 years (2017-2019 66.0 years). It is important to note that the impact of Covid-19 continues, and there may be ongoing direct and indirect effects of the pandemic on health.</p> <p>Actions: Analyses have detailed the main causes of ill health, disability and death, and also the underlying risk factors, such as smoking, diet (including those high in salt, low in fibre, and fruit and vegetables) and obesity. This work is informing a population level approach agreed at West Sussex Health and Wellbeing Board and with local partners. In their capacity as Partner Member, the Director of Public Health presented a paper at the inaugural meeting of NHS Sussex Board in July 2022 on the population of Sussex (East Sussex, West Sussex, Brighton & Hove) outlining what are the most important health needs of our population across the area, based on the latest evidence available.</p>					
	<p>Measure: Healthy life expectancy for women</p> <p>Reporting Frequency: 3 Year Rolling Average</p>	<p>64.8 Years (Pre-Pandemic Levels)</p>	2017/18	2018/19	2019/20	↓
			N/A	G	A	
			64.3 Years	64.8 Years	63.9 Years	
32	<p>Performance Analysis: Sep-22: Updated local authority data for HLE for women for the 2018-2020 period has been released, which includes the first year of the Covid-19 pandemic (2020). This shows that since the last data period 2017-2019, HLE for women has decreased by 0.9 years to 63.9 years (2017-2019 64.8 years). It is important to note that the impact of Covid-19 continues, and there may be ongoing direct and indirect, effects of the pandemic on health.</p> <p>Actions: Analyses have detailed the main causes of ill health, disability and death, and also the underlying risk factors, such as smoking, diet (including those high in salt, low in fibre, and fruit and vegetables) and obesity. This work is informing a population level approach agreed at West Sussex Health and Wellbeing Board and with local partners. In their capacity as Partner Member, the Director of Public Health presented a paper at the inaugural meeting of NHS Sussex Board in July 2022 on the population of Sussex (East Sussex, West Sussex, Brighton & Hove) outlining what are the most important health needs of our population across the area, based on the latest evidence available.</p>					
	<p>Measure: Number of people completing evidence-based falls prevention programmes</p> <p>Reporting Frequency: Annually</p>	<p>400</p>			2021/22	↓
					A	
			New Measure – No Data	New Measure – No Data	354	
35	<p>Performance Analysis: Jun-22: 354 older people across West Sussex are recorded as having completed evidence-based strength and balance falls prevention programmes in 2021-22 delivered through West Sussex Wellbeing. These programmes are for older people at significant risk of falls with completion being defined as participating in 75% of programme sessions.</p> <p>Actions: It is important to highlight that NHS services also provide falls prevention programmes and therefore, it is likely that the number of older people completing these programmes across the county is higher than the West Sussex Wellbeing data reported here. It is also acknowledged that the pandemic response continued during 2021-22, impacting on both service delivery and older people's engagement with services. The County Council will explore opportunities to work with local authorities and health and care partners to coordinate and maximise our approach to falls prevention programmes across the county.</p>					

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 – Contain Outbreak Management Fund projects and expenditure.	£1.777m	Covid-19 Contained Outbreak Management Fund (COMF) Grant. Unspent grant to be carried forward into 2023/24.	(£1.777m)	
Public Health and Wellbeing Portfolio - Total	£1.777m		(£1.777m)	£0.000m

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

- Local Authority Public Health is funded by a ring-fenced Public Health Grant (PHG). Accordingly, the County Council is required to carry forward any underspending at the end of the financial year, so it remains available to manage risk, in accordance with grant requirements.
- A number of elements have contributed to this position, mainly arising from the impact on services following the lockdown periods during the pandemic, additional operational pressures affecting the capacity for services to pick up activity and changes in the way residents prefer to access and use the services differently, highlighting the need in some services, to review the model of delivery. The portfolio is currently working to reassess local need and access preferences, exploring different models and approaches, where required.
- Activity levels within a range of areas within Public Health continued to see fluctuations during 2022/23 and have yet to return to pre-pandemic levels. This includes demand-led areas like NHS Health Checks and sexual health services, which saw lower than usual volumes during earlier phases of the pandemic. Consequently, the Portfolio completed the year with an underspending of £2.9m.
- In accordance with grant requirements, this balance of £2.9m will carry forward to 2023/24, where it will add to a cumulative £3.1m of underspending from previous years, bringing the total funding available to £6m.
- All public health investment is required to address population need, delivering against grant requirements to enable the authority to discharge its statutory public health functions, improving the health of our local population and reducing inequalities, and supporting the delivery of Council Plan priorities.

9. Outline proposals for utilising this one-off funding to address public health issues that have emerged over the last three years, including impacts of the Covid-19 pandemic and cost of living pressures on the health of our population and provision of services, are in the process of being prepared.
10. On 15th March 2023, the Department for Health and Social Care (DHSC) announced the 2023/24 Public Health Grant allocations for local authorities. Of the £3.529bn national funding confirmed, the County Council has been allocated £37.4m; this is an increase of £1.2m when compared to the 2022/23 allocation. However, this is in effect, a real terms cut, due to the need to cover pay pressures resulting from any NHS pay awards, and any uplift to local government salaries. Additionally, the grant allocation includes baselining of £15.5k to support implementation of local authority enforcement duties under the Botulinum Toxin and Cosmetic Fillers (Children) Act 2021, and as part of the grant conditions, public health challenges arising directly or indirectly from Covid-19 will need to be met by the funding.

In-Year Revenue Grant Update

11. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year.
12. These additional funds have/will be utilised in accordance with the grant determination.

New In-Year Grant - Name and Details	(£)
Rough Sleeping Grant – Awarded to provide intensive support to care leavers at highest risk of homelessness/ rough sleeping.	£557,566
Additional Drug and Alcohol Treatment Funding Allocations - Funding to improve services in line with the ambitions of the Governments 2021 drug strategy and the recommendations from Dame Carol Black’s independent review.	£665,692

Covid-19 Expenditure Update

13. The Covid-19 pandemic and its impact persisted throughout 2022/23 with the County Council continuing to provide quality services and assistance to residents. Within the Public Health and Wellbeing Portfolio, work continued to support residents and businesses in containing and managing Covid-19 whilst addressing the impacts of the virus on health outcomes and health inequalities.
14. Underspending of £3.651m from the Contain Outbreak Management Fund (COMF) was brought forward from the 2021/22 financial year. Of this balance, £1.777m has been spent in 2022/23 on Public Health initiatives and staffing in accordance with the grant criteria.

15. In December 2022, the UK Health Security Agency (UKHSA) wrote to councils to confirm that any unspent grant could again be carried forward into 2023/24. The grant balance remaining as at 31st March 2023 totalled £1.874m. This funding will be available next year to help control any further outbreaks of Covid-19 and its consequences as well as any on-going costs that are being incurred.

Savings Delivery Update

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

Capital Programme

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

Risk

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

Support Services and Economic Development Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter including many examples where Support Service have been key in assisting and improving front-line service:
 - The Children and Young People's Portfolio has welcomed 25 social workers as part of our overseas recruitment project and are working to bring our next cohort of 28 social workers to West Sussex soon. In addition, three Occupational Therapists have joined Adults Services with a further five set to join over the coming months. 18 offers were extended to international Adults Social Workers at the end of the quarter.
 - A new social media approach has been trialled to raise interest in our Library Service job vacancies which includes the creation of new content and placing additional social media posts, including paid social media posts. This has resulted in a significant increase in the number of applications across a range of library positions, and in some of our more challenging geographical locations.
 - The workplace health and wellbeing needs assessment has been analysed. This latest survey, undertaken in September 2022, has been particularly important given the impact the Covid-19 pandemic has had on working patterns and mental health since the last survey was undertaken in 2019. The overall response rate was 27% with 1,679 employees completing the survey which compares to 24% when the survey was undertaken in 2019 (1,427 employees completed). Overall, employees felt they were in good health generally with 68% saying their health was at least 'good'.

Our Council Performance Measures

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

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

Agenda Item 4
Annexe B Section 10

Support Services and Economic Development		2022/23 Target	Performance Over The Last 3 Periods			DoT
45a	<p>Measure: County Councillors have the learning and development needed to enable them to carry out their roles well and it is delivered effectively. A programme design that meets member needs and delivery that works well. a) Attendance</p> <p>Reporting Frequency: Quarterly.</p>	50.0%	Sep-22	Dec-22	Mar-23	↓
			A	R	R	
			47.0%	44.0%	37.0%	
<p>Performance Analysis: Mar-23:</p> <ul style="list-style-type: none"> • Three all-member development sessions were held during Q4, with average attendance levels of 37%. • The average attendance for the whole year (for 18 all-member development sessions) is 44%, just below forecasted performance of 45% • Overall attendance has followed similar patterns to previous years, with attendance tapering off in the mid-term period of the Council administration, as members' knowledge and confidence grows. Mid-term, member training and development events mainly aim to provide engagement in strategic subjects and targeted service knowledge. <p>Actions: The Member Development Group continues to monitor both attendance and satisfaction for all member training and development events.</p>						
45b	<p>Measure: County Councillors have the learning and development needed to enable them to carry out their roles well and it is delivered effectively. A programme design that meets member needs and delivery that works well. b) Satisfaction levels</p> <p>Reporting Frequency: Quarterly</p>	91.0%	Sep-22	Dec-22	Mar-23	↑
			G	G	G	
			95.0%	93.0%	96.0%	
<p>Performance Analysis: Mar-23:</p> <ul style="list-style-type: none"> • Three all-member development sessions were held during Q4, with satisfaction levels of 96% and average satisfaction levels for the full year of 94%. • Overall attendance has followed similar patterns to previous years, with attendance tapering off in the mid-term period of the Council administration, as members' knowledge and confidence grows. Mid-term, member training and development events mainly aim to provide engagement in strategic subjects and targeted service knowledge. <p>Actions: The Member Development Group continues to monitor both attendance and satisfaction for all member training and development events.</p>						
47	<p>Measure: Leadership and management - percentage positive response to the question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to improve continuously"</p> <p>Reporting Frequency: Bi-Annually (November, May)</p>	78.0%	May-21	Nov-21	May-22	↓
			G	G	G	
			82.4%	81.2%	81.0%	
<p>Performance Analysis: Mar-23: Back in September, staff were asked to take part in our Health and Wellbeing Survey to gather views about the physical and mental health of workforce and how it relates to their work. We received 1,679 completed surveys (27% response rate). These results and accompanying action plans are currently being reviewed by ELT. Due to this survey, it was agreed to not run a Pulse Survey in October as there was a substantial overlap in questions/timeframe and we wanted to ensure staff didn't experience survey fatigue. We are planning a full staff survey in September 2023 and it is anticipated that this will become an annual survey.</p> <p>Actions: We are using this pause in delivery of the Pulse survey to undertake a review of frequency, questions, and overall purpose to ensure that it still fits the needs of the organisation, as since our last review we have had the Covid-19 pandemic, causing one of the largest changes in the way of working our workforce has seen for many years.</p>						

Support Services and Economic Development		2022/23 Target	Performance Over The Last 3 Periods			DoT
48	<p>Measure: Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues"</p> <p>Reporting Frequency: Bi-Annually (November, May)</p>	87.0%	May-21	Nov-21	May-22	↗
			G	G	G	
			90.6%	89.2%	91.0%	
<p>Performance Analysis: Mar-23: Back in September, staff were asked to take part in our Health and Wellbeing Survey to gather views about the physical and mental health of workforce and how it relates to their work. We received 1,679 completed surveys (27% response rate). These results and accompanying action plans are currently being reviewed by ELT. Due to this survey, it was agreed to not run a Pulse Survey in October as there was a substantial overlap in questions/timeframe and we wanted to ensure staff didn't experience survey fatigue. We are planning a full staff survey in September 2023 and this anticipated that this will become an annual survey.</p> <p>Actions: We are using this pause in delivery of the Pulse survey to undertake a review of frequency, questions, and overall purpose to ensure that it still fits the needs of the organisation, as since our last review we have had the Covid-19 pandemic, causing one of the largest changes in the way of working our workforce has seen for many years.</p>						
51	<p>Measure: Percentage of digital services available from WSCC to support self-service</p> <p>Reporting Frequency: Quarterly</p>	70.0%	Sep-22	Dec-22	Mar-23	→
			A	A	A	
			64.0%	64.0%	64.0%	
<p>Performance Analysis: Mar-23: Percentage of digital services available from WSCC to support self-service is currently 64%. Since June 2022 we have embarked on our Digital journey for customer contact, starting with the replacement of the telephony platform which is now operational. Further tools are being developed and the output from this is expected to be in deployment by December 2023. This will be aligned to the County Council's IT and Digital Strategy which are currently being developed and expected to be published later in the year.</p> <p>Actions: Measure is changing to a more targeted approach on channel shift for the financial year 2023/2024.</p>						

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 Pandemic Expenditure – Undelivered saving for the reduction in legal costs for child protection and HR recruitment project expenditure	£0.398m	Use of non-ringfenced Covid-19 grant	(£0.398m)	
Legal Services – Use of external resources to meet continued demand	£0.388m	Democratic Services – Staffing vacancies and continued reduction in Member travel and expenses	(£0.081m)	
Customer Experience – Additional costs associated with the Children's statutory complaint process	£0.184m	IT Service – Staffing vacancies and delays in the full implementation of digital technologies	(£1.000m)	
Other minor variations	£0.019m	Commercial Services – Underspend on the money set aside for the return of services from Capital in October 2022.	(£0.594m)	
		HR – Staffing vacancies following the insourcing of services	(£0.529m)	
		Communications – Staffing vacancies	(£0.216m)	
Support Services and Economic Development Portfolio - Total	£0.989m		(£2.799m)	(£1.829m)

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

4. The 2022/23 financial outturn position for the Support Services and Economic Development Portfolio is an underspend of £1.829m. This is an increase in underspending of £1.943m when compared to the £0.114m overspend forecast in December. The main movements during this quarter relate to underspending with IT Services and Commercial Services – details are set out below.
5. The use of external resources, as a result of vacancies, to meet the continued demands on the **Legal Services** team has meant that the service has overspent by £0.388m. Whilst this is largely down to the high numbers of childcare cases this also reflects the increasing pressure on the service supporting the County Council through a period of change. The team was restructured during 2022/23 and this has seen a reduction in the use of external resources but continued challenges in recruitment has delayed the delivery of the full benefits of this investment.
6. The **Customer Experience Team** overspent by £0.184m in 2022/23. This is largely due to additional expenditure incurred following an update from the Local Government and Social Care Ombudsman on how local authorities handle complaints under children's services statutory complaints process.
7. **IT Services** and **Commercial Services** are the main driver for the movement since the last update in December. Both services include the former Capita contracts and the combined underspending relates in part to the continuing transition from an outsourced provider to an internally managed one.
8. The County Council is in the process of creating its overarching Digital Strategy and moving services from applications held on servers with licences to a more cloud-based provision of services. The 2022/23 budget had included provision for a move to the new service model during the year but this work remains ongoing and therefore spend has been lower than anticipated in year.
9. Whilst maintaining the current model has had additional costs in the short term, the impact has been more than mitigated by:
 - Staff vacancies held whilst support structure is agreed
 - Savings made on reprocurd services
 - Capitalisation of equipment costs.
10. In relation to Commercial Services, budget was also set aside to transition remaining services back into the Council from Capita in October 2022. The insource progressed well and the costs of transition were lower than anticipated, resulting in an underspend in year.
11. The insourcing of the Customer Service Centre and its delivery model going forward is also linked to the development of digital technology and budget had been set aside to meet the on-going costs of new technology and structure. The

delay in implementing the new structure. These two factors hasled to an underspend within Commercial Services of £0.594m.

12. **HR and Organisational Development** has underspent by £0.529m. This position is largely due to the number of vacancies held within the insourced HR and payroll teams which have returned back to the County Council in recent months. Recruitment to vacancies has been delayed as a result of the need to review roles and terms and conditions following the insource, as well as challenges in recruiting to some positions. As the transition arrangements have concluded and costs and demands on transferred services are now well understood, recruitment to vacancies and professional training is now taking place to ensure delivery of improved, and more resilient services, moving forward.
13. The **Communications** team have concluded the year reporting a £0.216m underspend. This is largely due to staffing vacancies. There have also been vacancies within the **Democratic Services** team and a reduction in members travel and expenses as a direct result of savings made from the continuation of some on-line virtual meetings. This has resulted in an underspend of £0.081m.

In-year Revenue Grant Update

14. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year.
15. These additional funds have/will be utilised in accordance with the grant determination.

New In-Year Grant - Name and Details	(£)
Grant funding received from the Ministry of Justice to recognise the impact of increased family court fees.	£17,201

Covid-19 Expenditure Update

16. The Portfolio has utilised £0.198m of non-ringfenced Covid-19 grant to fund short-term additional capacity within the HR Resourcing team to provide a solution to the current recruitment challenges the County Council is experiencing, particularly in relation to securing qualified social care staff.
17. In addition, £0.2m of the Covid-19 grant has been used to offset the non-delivery of the legal costs for child protection cases saving which is not expected to be achieved this year due to the continuing need to employ agency legal staff to clear the backlog of childcare cases in the courts. This saving is expected to be delivered in 2023/24.

Savings Delivery Update

18. In addition to the £0.338m of 2022/23 planned savings, there remains £0.700m of savings from the 2021/22 financial year. Of this £0.700m, only £0.100m has been delivered on an on-going basis. The remaining £0.600m shown in the savings table below have been achieved in 2022/23 through one-off mitigations but further changes are required to deliver these savings on an ongoing basis.
19. To ensure that these savings are monitored and delivered, all of these savings are detailed in the table below:

Saving Activity	Saving to be Delivered in 2022/23 (£000)	March 2023		Narrative	2023/24
Licencing savings following re-procurement of ERP Solution (2021/22)	400	400	G	Due to revised implementation date of the Oracle system, other opportunities to cover this saving in 2022/23 were identified. The saving is expected to be delivered in full following the move to Oracle.	G
Reduction in legal costs required for child protection cases (2021/22)	200	200	G	External counsel fees have been used to clear the backlog of childcare cases in the courts created by the Covid-19 pandemic, which has made this saving undeliverable in this financial year. This saving has been mitigated in-year through the use of the non-ringfenced Covid-19 grant.	A
Review of mileage, allowances and apprenticeship levy (2021/22)	100	100	B	Saving delivered.	B
IT Service Redesign	250	250	B	Saving delivered.	B
Public Health - Use of Public Health Grant to fund eligible spend in the portfolio	88	88	B	Saving delivered.	B

Savings Key:

R Significant Risk	A At Risk	G Delivered/ Mitigated In Year	B Delivered On An Ongoing Basis
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Capital Programme

Performance Summary

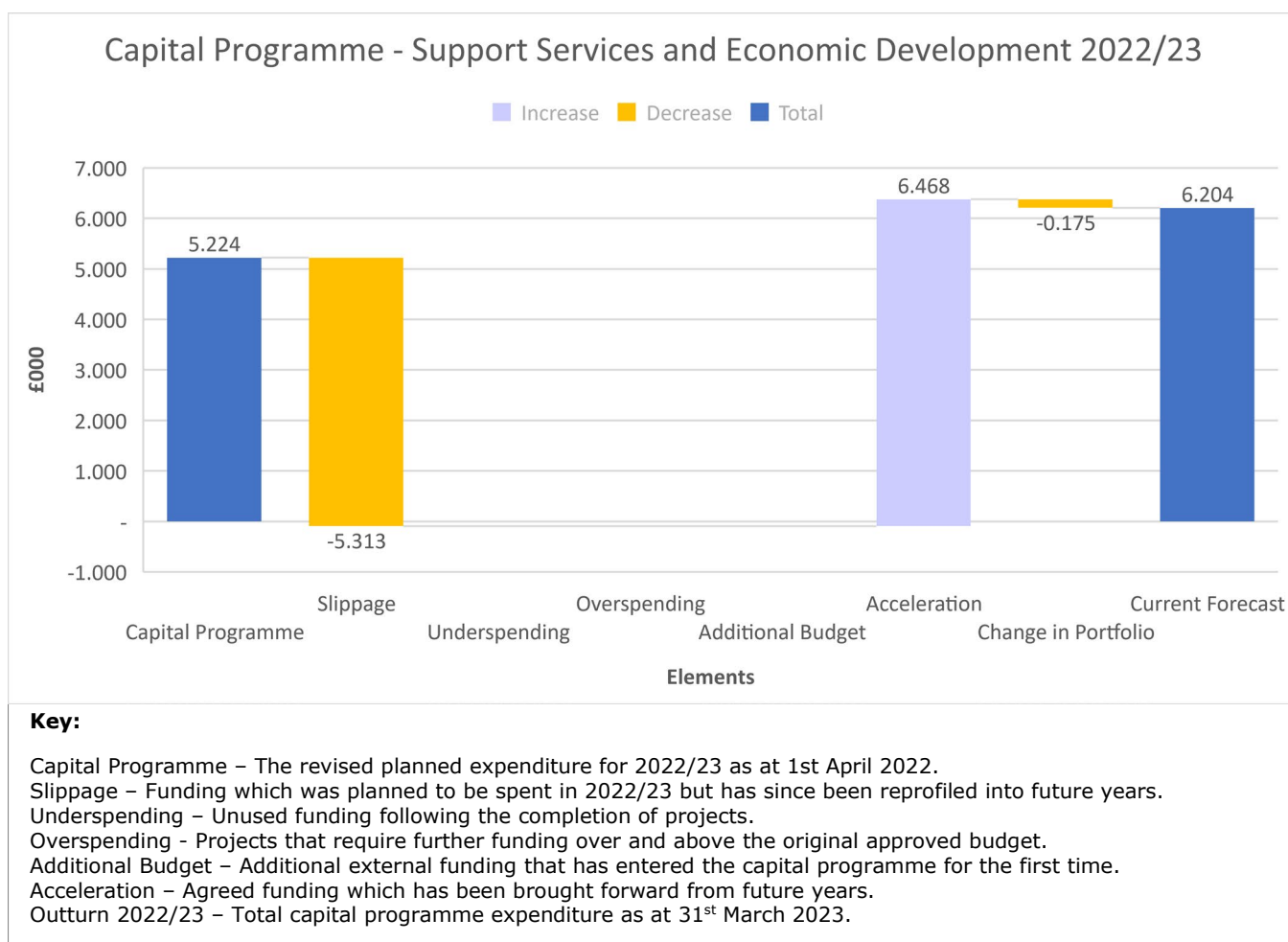
20. There are six schemes within the portfolio. Two of the schemes in delivery is rated green, indicating that the project is reporting to plan. The other four schemes are funded from Business Pool Rates and report directly to the West Sussex Councils' Chief Executives' and Leaders' Board.

Scheme	RAG Status at March 2023	Reason	Latest RAG Status	Updated Position
Investment in Technology	GREEN	Block Programme	GREEN	Not applicable.
Capital Receipts Funding for eligible revenue projects - Smartcore and Insource & Procurement	GREEN	Funding from capital receipts.	GREEN	Not applicable.

21. It should be noted that the responsibility for growth deals is now split between the Leader Portfolio and the Support Services and Economic Development Portfolio. These changes are reflected in the 2023/24 Capital Programme and will be monitored and reported accordingly.

Finance Summary

22. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £9.106m for 2022/23. Budget of £3.882m originally profiled to spend in 2022/23 was accelerated into 2021/22, revising the capital programme to £5.224m.



23. During the year, the Support Services and Economic Development Portfolio spent £6.204m on its capital programme, a reduction of £4.325m when compared to the profiled spend reported in December 2022. Investment in the year focussed around the County Council's central infrastructure requirements in relation to the Smartcore Project and Investment in Technology.

24. Details of the main movements since December are as follows:

- **Slippage: (-£5.313m). Movement since Q3 report: (-£5.313m).**
 - **Capital Receipts Transformation Project Funding (-£4.577m)** – The budgeted use on capital receipts for 2022/23 was originally set at £4.0m, however an in-year review of the Smartcore project led to a further £5m being accelerated during the year. Since this time, there have been delays in the revenue transformation projects for Smartcore and IT Insource and Procurement works, which has led to slippage of £4.577m since December. This has now been reprofiled into the 2023/24 financial year.
 - **District and Borough Councils Gigabit Projects – (-£0.378m)** – The revised 2022/23 budget for this projects was £0.378m. However, the project has been reprofiled and this budget will now be spent in 2023/24 due to our delivery partner CityFibre experiencing delivery delays.
 - **Connected Places – WiFi – (-£0.167m)** – Budget of £0.2m was accelerated from 2023/24 at the start of the financial year. However, since this time, the procurement process within the supplier's original tender plan has taken longer than anticipated which has had an impact on the project plan and resulting in £0.167m of costs being reprofiled back into future years.
 - **Converged Fibre – (-£0.116m)** – The revised budget for 2022/23 was £0.176m. Negotiations are still on-going with the contractor over works therefore expected spend of £0.116m has not come through as anticipated and has been reprofiled into 2023/24.
 - **Gigabit Voucher Scheme – (-£0.075m)** – The budget for 2022/23 was £0.370m. There is a small amount of slippage of £0.075m because costs profiled were slightly different to actuals.
- **Acceleration: £6.468m. Movement since Q3 report: £0.988m.**
 - **Investment in Technology - £0.988m** – Investment in technology in previous years has been revenue expenditure through contract arrangements with Capita. When the capital programme for 2022/23 was set in February 2022, the value of investment needed in technology was not known and £0.300m was included. However, spend for the year was £1.288m and reflects investment for laptops and infrastructure in the data centre. As a result, £0.988m has been accelerated into 2022/23.

- **Change in Portfolio: (-£0.175m). Movement since Q3 report: (£0.000m).**

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

Risk

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

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

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

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REVENUE BUDGET OUTTURN 2022/23

	Latest budget for year £000	Net spending £000	Outturn variation £000
Sources of Finance			
Precept	-532,646	-532,646	0
Business Rates Retention Scheme	-93,469	-93,469	0
Business Rates Levy National Surplus Distribution	0	-665	-665
Collection Fund Deficits	4,327	4,327	0
Covid-19 Income Loss Compensation	-123	-123	0
New Homes Bonus Grant	-1,960	-1,960	0
Revenue Support Grant	-13	-13	0
Services Grant	-5,464	-5,464	0
Social Care Support Grant	-25,827	-25,827	0
Financing Sub-Total	-655,175	-655,840	-665
Portfolio Budgets			
Adults Services	219,797	219,752	-45
Children and Young People	143,918	154,387	10,469
Community Support, Fire and Rescue	46,935	46,706	-229
Environment and Climate Change	63,925	60,492	-3,433
Finance and Property	31,976	33,241	1,265
Highways and Transport	34,883	36,138	1,255
Leader	3,541	3,166	-375
Learning and Skills	48,944	52,407	3,463
Public Health and Wellbeing	0	0	0
Support Services and Economic Development	44,461	42,632	-1,829
Portfolio Sub-Total	638,380	648,921	10,541
Non-Portfolio Budgets			
Capital Financing - Repayment (MRP)	12,904	12,879	-25
Capital Financing - Interest	18,912	18,990	78
Revenue Contribution to Capital - Business Rates Pilot	635	635	0
Revenue Contribution to Capital - Other	2,707	2,707	0
Investment Income	-4,343	-9,343	-5,000
General Contingency	4,747	0	-4,747
Transfers to/(from) Reserves - Business Rates Pilot	-673	-673	0
Transfers to/(from) Reserves - Other Earmarked	-1,743	-1,743	0
Transfer DSG Deficit to Unusable Reserves	-16,351	-16,351	0
Non-Portfolio Sub-Total	16,795	7,101	-9,694
Net Outturn Overspend (to be financed by transfer from Inflation Contingency Reserve)			182

Memo: Contingency	£000
Original Budget	9,156
December PRR Decision: NJC, Hay and SMG pay award allocations (net of NI savings)	-4,409
Available Contingency	4,747

Agenda Item 4
Annexe B Appendix 1

Balances and Reserves	Balance at 31-Mar-22	Balance at 31-Mar-23	Annual Movement	Commentary on Significant Annual Movements
	£000	£000	£000	
Earmarked Reserves:				
Adult Social Care Reform Risk	-4,963	-19,963	-15,000	£15m allocated from Budget Management Reserve to support anticipated future social care financial pressures. Following the Government announcement on the delay of the reforms, the £20m funds have been repurposed in 2023/24 as detailed in the 2023/24 Budget.
Ash Dieback	-1,200	-1,200	0	
Budget Management	-61,657	-40,380	21,277	£31m allocated to other reserves, offset by £5m transfer as part of approved 22/23 budget plus additional £5m from post-budget settlement/Ctax/NDR adjustments
Business Rates & Collection Fund Smoothing	-460	-11,657	-11,197	£10m allocated from Budget Management Reserve to protect against shortfalls in council tax and business rate income; £1.2m NDR3 s31 Reconciliation Grant 22/23
Business Rates Pilot Fund	-17,380	-16,707	673	£0.6m applied to capital programme including District and Borough Council Gigabit Projects
Covid-19 Fund	-15,976	-1,351	14,625	£10.3m continuing support to communities (service spend), £2.7m applied to Council Tax Hardship, £1.7m applied to capital programme A284 Lyminster Bypass
Domestic Abuse	0	-2,775	-2,775	Carry forward of 2022/23 Domestic Abuse Grant £1.3m (plus 2021/22 grant £1.5m transferred from Unapplied Revenue Grants Reserve)
Economic Growth	-1,984	-1,792	192	
Highways Commuted Sums	-5,165	-8,366	-3,201	£3.2m surplus of sums receivable by Planning Services during year over amount applied to eligible Highways schemes
Highways On-Street Parking	-1,397	-1,342	55	
Inflation Contingency	-4,969	-4,787	182	
Infrastructure Works Feasibility	-1,930	-2,041	-111	
Insurance Reserve	-3,329	-6,408	-3,079	£5m allocated from Budget Management Reserve following review of future funding requirements; offset by 22/23 insurance claim payments and revenue shortfall
Interest Smoothing Account	-2,778	-2,778	0	
Lane Rental Scheme	0	-1,153	-1,153	£1.2m surplus of sums receivable from charges to roadworks promoters over amount applied to eligible Highways schemes and operating costs
Miscellaneous Service Carry Forwards	-1,311	-730	581	Includes release of £0.8m IT Redesign 2021/22 carry forward towards increase in allowance for doubtful debtors
Recycling & Waste PFI	-10,362	-10,428	-66	
Schools Sickness & Maternity Insurance Scheme	-1,403	-1,403	0	
Service Transformation Fund	-13,346	-11,825	1,521	£2.9m applied to revenue expenditure net of £1.1m transfer from Budget Management Reserve and £0.3m ASC Assessment Streamlining Grant
Social Care Pressures (Adults and Children)	0	-5,028	-5,028	£5m residual balances of 22/23 Services and Social Care Support grants not applied to finance commitments in approved budget
Statutory Duties	-2,246	-2,114	132	
Street Lighting PFI	-22,953	-23,019	-66	
Unapplied Revenue Grants	-2,805	-2,492	313	
Waste Materials Resource Management Contract	-23,497	-22,597	900	£1.4m lifecycle replacement expenditure net of £0.5m interest accrued
Other Earmarked Reserves	-2,280	-2,026	254	
Earmarked Reserves (Excluding Schools)	-203,391	-204,362	-971	
School Balances	-27,740	-24,171	3,569	Decrease in balances attributable to locally managed school budgets
Total Earmarked Reserves	-231,131	-228,533	2,598	
General Fund	-20,286	-20,286	0	
Capital Grants Unapplied	-21,229	-21,346	-117	Net position of grants/contributions receivable for year (conditions met) (£79.0m) and grants/contributions applied to capital programme (£78.9m)
Capital Receipts Reserve	-4,789	-6,020	-1,231	Net position of capital receipts for year (£6.4m) and amounts applied to finance capital expenditure, including flexible use of capital receipts (£5.2m)
Total Usable Reserves	-277,435	-276,185	1,250	

Memo: Dedicated Schools Grant Reserve	31-Mar-22 £000	31-Mar-23 £000	Movement
Deficit Balance on DSG Unusable Reserve	25,504	41,855	16,351
Balance of Usable Reserves	-251,931	-234,330	17,601
Net of DSG Unusable Reserve			

Service Transformation and Flexible Use of Capital Receipts Summary – Q4 2022/23

Service Transformation Summary

1. The County Council has a number of transformative programmes and projects currently underway to assist with the councils aim to deliver the Council Plan through improvements, savings and service changes.
2. At the start of the year, the balance within the Service Transformation Reserve stood at £13.3m. Following an in-year review of the County Council's reserves, an additional £1.1m was added, increasing the funding held within the Service Transformation Reserve to £14.4m.
3. In March 2023, a £0.323m Adults Improvement Grant was received and allocated to the Service Transformation Reserve. This funding has been earmarked to help fund the Adult Services Improvement Programme; which is being partly funded from the Service Transformation Reserve.
4. In addition, the County Council's 2022/23 Flexible Use of Capital Receipts Strategy details that it has flexibility to fund up to £10.0m of qualifying transformation expenditure. Following a robust scrutiny of the Smartcore project and Insource and Procurement of Information Technology Services project expenditure, a decision has been taken to fund these eligible items through the Flexible Use of Capital Receipts Strategy. Also, a review of expenditure within the Waste Service Transformation project has led to the return of some funds from district and borough councils. As this project has been funded through capital receipts, the net credit balance has been returned to the capital receipts balance. Overall, in 2022/23 £4.2m of project expenditure was funded through the use of capital receipts.
5. Details of the projects and in-year expenditure are described in the report below; however, overall, the Service Transformation Reserve completed the year with a reserve balance of £11.8m remaining. Of this balance, £8.9m is committed to fund approved projects which are currently progressing, leaving £2.9m of unallocated reserve. This position also assumes that any future expenditure for the Smartcore Programme, Insourcing and Procurement of IT Services and Waste New Service Model will continue to meet the flexible use of capital receipts criteria.

Smartcore Programme

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

Insourcing and Procurement of IT Services

7. The Information Security team spent a large part of fourth quarter defining requirements, completing product analysis and subsequently selecting a cloud based SIEM (Security Information and Event Management) product to implement in place of the aging product in place towards the end of the Capita ITO contract. The enterprise solution we have selected allows the IT Service to target logs and message files from critical corporate systems, and then to allow the SIEM solution to ingest and process these logs to provide security and event insights in relation to the hour by hour, day to day insights of how our systems are operating and individuals that are engaging with them.
8. Building on prior works supporting the Support Services Outsourcing (SSO) exit, work continued in during Q4 in deploying new digital capabilities to enhance and transform functionality already available in the Customer Service Centre. These developments include laying the foundation for an enterprise information architecture (through development of a knowledge base) and starting to build out a technical capability to see introduction of AI (Artificial Intelligence) and cognitive enabled service/resident engagement.

Better Use of Technology within Children's Services

9. A decision was taken by the Cabinet Member for Children and Young People in August 2021 to procure a recording system for Children, Young People and Learning. The contract commenced on 1st April 2022 for an initial period of two years, with an option to extend by up to two years. The implementation project involves significant resource from across the Council for a period of 18 months. This will include business input, IT resource, training and project management.
10. Rationalising data systems in this way offers a major benefit to children, young people and families in terms of the better coordination of evidence-based services delivered to them.
11. Implementation of the recording solution (Synergy and Core+) is now underway. Admissions moved to using Synergy in September 2022 and Youth Justice moved to Core+ in March 2023. It is planned that the remaining work areas will move to the new systems by September 2023.

Support Services Programme

12. The County Council's ten-year contract with Capita for internal support services ended on 30 September 2022, with Accounts Payable, Business Services Administration, Operational Procurement, Online Service Delivery (web team) and the Customer Service function moving to the Council. Employment Services, (including Payroll, Shared HR Services and HR Services to Schools), had already transitioned as planned in June.
13. The Graphic Design printing procurement concluded and the new service is in place. The induction of over 300 staff is substantively completed with the focus now on fully maintaining integrating services to support the aims and objectives of the organisation as set out in the wider Council Plan.

14. Costs relating to the completion of the work within the programme to support the move of the services to the Council have now been finalised. These include legal support to award new contracts and novate the existing 3rd party agreements, transition costs and commercial consultancy support. Costs relating to integrating services into the Council will be completed by early September 2023.

Early Years Property Support Project

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

Smarter Ways of Working Programme

16. The County Council continues to build on the learning and experience gained from the pandemic to help shape future working practices.
17. The first phase of this programme has been completed and the second phase of work is underway. The aim of the programme is to enable the Council to provide services from a reduced number of cost-effective workspaces with a significantly reduced carbon footprint, located and sized to meet the needs of our smarter working practices, our staff, our services and our customers.
18. Work is currently proceeding to redesign the floor layout at County Hall, building on the success of the Bridge House interior refit and reflecting industry best practice. The revised layout will allow the Council to move staff from The Grange and Northleigh buildings, which is on course to be completed by the end of 2023

Adults Services – Professional Services Support

19. A programme of work has been agreed to oversee the delivery of the commitments made in Our Council Plan (2021-25) and the Adult Social Care Strategy (2022-25).
20. The programme is being delivered collaboratively with a combination of external resources with skills and experience in delivery of ASC programmes and in-house staff in the three core business areas (Commissioning, Operations and Safeguarding, Planning and Performance).
21. As at March, the following key highlights were delivered by a number of workstreams within the programme:
 - The publication of a Market Sustainability Plan, a requirement of all local authorities;
 - A restructure of roles and responsibilities within Adults Social Care commissioning, working with the existing staff group in its development and implementation;

- The continuation of collaborative work between the County Council and NHS Sussex to review current Section 75 arrangements and develop a new agreement during 2023/24;
 - Designing a new model of care for an integrated NHS and social care reablement service;
 - The completion of business process 'as is' mapping across the service to understand service processes, identifying and agreeing areas for improvement to be delivered through 2023/24 and beyond;
 - The continuation of workstreams to enable future delivery of the adult social care charging reforms;
 - Work to deliver a new pathway and protocol to support children and young people with mental health needs also continues to progress
22. Collaboration between external resources and officers within Adults Services in delivering the outcomes above has been integral, as this will allow Adults Services to sustain the changes made over the longer term.

Waste – New Service Model (Recycling Credits)

23. In 2019/20, Cabinet allocated £2m to support District and Boroughs who commit to implement a New Service Model for refuse and reducing collections, to a specification and timetable agreed with the County Council, including separate food waste collections or alternative approaches which will improve performance and reduce costs.
24. Whilst the pandemic has impacted on the ability to drive this work forward, the County Council has continued to explore and incentivise household recycling and reduce demand pressure on the Council's waste services. A successful trial for segregation and disposal of food and absorbent hygiene products in Arun has now concluded and a further trial is underway in Mid Sussex which will continue during 2023/24.

Transformation Project Overview

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

Project	Latest Total Transformation / Capital Receipt Project Budget Allocated	Spend In Prior Years (Pre-2022/23)	2022/23 Expenditure	Budget Allocation Remaining
Smartcore Programme*	£14,070,000	£4,672,201	£4,049,726	£5,348,073
Insource of Procurement and IT Services	£2,300,000	£1,575,880	£198,520	£525,600
Better Use of Technology – Children’s Services	£1,748,000	£125,484	£518,129	£1,104,387
Support Services Programme	£1,200,000	£0	£364,593	£835,407
Early Years Property Support Project	£847,000	£317,505	£243,314	£286,181
Smarter Ways of Working Programme	£1,916,000	£121,870	£345,098	£1,404,032
Adults Services – Professional Services Support	£1,950,000	£0	£1,524,676	£425,324
Waste – New Service Model (Recycling Credits) **	£2,000,000	£655,996	(£81,219)	£1,425,223
Finance – Support to Address Outstanding Financial Assessments - NEW	£547,940	£0	£0	£547,940
Adult Services – Improvement Programme - NEW ***	£4,323,100	£0	£0	£4,323,100

Note:

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

**Waste – New Service Model (Recycling Credits). Funding returned from District and Borough Council partners following completion of agreed programmes of work which impacts waste collection / in-flow.

***Adult Services – Improvement Programme. Total Programme budget is £8.0m, however only £4.323m has been agreed to be funded from the Transformation Reserve with the remaining £3.677m to be funded by Adult Services.

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2022/23 OUTTURN CAPITAL MONITOR

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	22/23 In-Flight Capital Programme (February County Council)	22/23 Pipeline Capital Programme (February County Council)	22/23 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2021/22	Total 22/23 Revised Capital Programme	Full Year Actuals	Variance Over/(Under) Spend
	£000	£000	£000	£000	£000	£000	£000
Adults Services	127	0	127	0	127	100	(27)
Children and Young People	4,117	1,113	5,230	(3,273)	1,957	321	(1,636)
Community Support, Fire and Rescue	9,725	0	9,725	(2,534)	7,191	16,722	9,531
Environment and Climate Change	4,034	0	4,034	(116)	3,918	4,633	715
Finance and Property	8,161	475	8,636	(293)	8,343	4,668	(3,675)
Highways and Transport	49,790	0	49,790	(1,858)	47,932	54,460	6,528
Leader	2,656	300	2,956	2,340	5,296	8,369	3,073
Learning and Skills	28,774	2,000	30,774	2,286	33,060	29,201	(3,859)
Support Services and Economic Development	9,106	0	9,106	(3,882)	5,224	6,204	980
Total Capital Programme	116,490	3,888	120,378	(7,330)	113,048	124,678	11,630

Sources of Finance	£000
Government Grant	73,798
Revenue Contributions to Capital Outlay	3,342
Capital Receipts	5,167
Core Borrowing	32,713
Economic Development Borrowing	4,598
External Contributions including S106	5,060
Total	124,678

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Q4 - Corporate Risk Register Summary

CR11

Current Score
25

Target Score
8

Initial Score
20

Risk Change
Unchanged
➔

Risk Control/Action	Target Date
Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas, and consider activates to address outcomes.	Ongoing
Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.	Ongoing
Develop alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.	01/06/2023
Development and regular communication of comprehensive employee value proposition to support recruitment and retention.	01/09/2023
Development of strategic workforce planning approach in collaboration with services, to identify cross organisational skills, capacity and capability risks and requirements (current and future) and work with services to establish action plan for high risk and priority areas and roles.	01/09/2023
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Ongoing
Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken	01/06/2023

Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Human Resources & Org Dev

Risk Strategy

Treat

CR39a

Current Score
25

Target Score
16

Initial Score
20

Risk Change
Unchanged
➔

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

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

CR58

Current Score	Target Score	Initial Score	Risk Change
20	9	25	Decreased

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 Covid-19 and is increasing weekly costs of care. 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
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Ongoing
Fees paid to providers increased by an average of 9% for 2023/24 to support their financial sustainability.	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
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	Ongoing

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

CR22

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

Risk Description

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

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

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

CR73a

Current Score	Target Score	Initial Score	Risk Change
12	4	12	Unchanged ➔

Risk Description

Climate Change Mitigation - If there is a failure to adequately prioritise, finance, resource and embed into BAU our efforts to decarbonise in alignment with the commitments made in the Council's Climate Change Strategy, there is a risk that there will be insufficient capacity and capability to fully deliver the necessary actions within the stated timeframes. This will lead to additional resource strain, higher demand on capital programmes and threaten organisational reputation.

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
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

CR73b

Current Score	Target Score	Initial Score	Risk Change
12	6	12	Unchanged ➔

Risk Description

Climate Change Adaptation -West Sussex faces the high risk of increasing impacts of climate change including extreme heat, severe storms, flooding and sea level rise, among others. Without proactive consideration of and preparation for these impacts, WSCC assets, service delivery and West Sussex residents are at increased risk of damage, disruption and injury. This will lead to protracted service disruptions, dangerous conditions and increased reliance on emergency services. In the longer term this could lead to displacement of residents and businesses in vulnerable, lower lying areas.

Date Risk Raised
01/01/2022

Risk Owner
Director for Place Services

Risk Strategy
Treat

Risk Control/Action	Target Date
Clear prioritisation of CC Strategy delivery within Our Council Plan	Ongoing
Existing assets and service delivery 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

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

CR61

Current Score	Target Score	Initial Score	Risk Change
10	10	25	Decreased ↓

Risk Control/Action	Target Date
Implementation and monitoring of Continuous Practice Improvement Plan (CPIP).	Ongoing
Provide proactive improvement support to services to assure effective safeguarding practices.	Ongoing

Risk Description

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

Date Risk Raised
01/06/2019

Risk Owner
Director of Children, Young People and Learning

Risk Strategy
Tolerate

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

CR68

Current Score	Target Score	Initial Score	Risk Change
10	10	25	Unchanged →

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

Risk Description

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

Date Risk Raised
01/03/2020

Risk Owner
Chief Executive

Risk Strategy
Tolerate

CR69

Current Score	Target Score	Initial Score	Risk Change
10	5	25	Decreased ↓

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

Risk Description

Children's Services have now been moved out of special measures as a result of the recent Ofsted inspection, however ILACS have outlined areas that require further development. If the council stall in their efforts to implement the planned improvements, there is a risk that the service will fail to progress all areas to a 'good' rating within a suitable timeframe.

Date Risk Raised
01/03/2020
Risk Owner
Director of Children, Young People and Learning
Risk Strategy
Treat

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

CR39b

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

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.	Complete
Maintain and refresh systems of control to ensure that access to sensitive data and information is controlled.	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.	Complete

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

CR50

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

Risk Description

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

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

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

CR7

Current Score	Target Score	Initial Score	Risk Change
8	4	16	Unchanged ➡

Risk Description

There are governance systems which are not used fully and to best effect, and some which do not fit well together. This inhibits effective performance and delivery and frustrates those involved. Skills and knowledge of systems are patchy and excessive effort required for sound decisions and outcomes.

Date Risk Raised
01/12/2019
Risk Owner
Director of Law & Assurance
Risk Strategy
Treat

Risk Control/Action	Target Date
Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.	Ongoing
Examples of non-compliance used to inform Directors to enforce compliance with standards.	Ongoing
Officer Board review to simplify and clarify.	01/07/2023
Regular monitoring and active corporate support to establish better practice.	Ongoing
Training focused on CMT and senior officers involved in decision governance.	Ongoing

CR72

Current Score	Target Score	Initial Score	Risk Change
8	8	20	Decreased ↓

Risk Control/Action	Target Date
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 unregistered placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs, which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.

Date Risk Raised
01/08/2021
Risk Owner
Director of Children, Young People and Learning
Risk Strategy
Tolerate

CR74

Current Score	Target Score	Initial Score	Risk Change
6	3	15	Decreased ↓

Risk Control/Action	Target Date
Focus resource onto managing provider relationships to improve contract management.	Ongoing
Regular communication and engagement with providers on programme development/progress, and strategic direction/consequences of changes.	Ongoing
Service commitment to undertake re-procurement if and when required	Ongoing
Subject to appropriate approvals, opening up the Contingency Contract wider for providers to work with the Council in the interim	Ongoing

Risk Description

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

Date Risk Raised
01/04/2022
Risk Owner
Director of Adults and Health
Risk Strategy
Treat

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

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Workforce Information – Q4 2022/23

Leadership & Management		Indicator 2022/23	Q4 2022/23	Q3 2022/23
Leadership Stability	Percentage of Senior Management positions filled by permanent WSCC employees (Excluding Vacancies)	95%	G 100%	G 100%
	Rolling 12-month turnover percentage for permanent positions at HAY Grade (or equivalent) and above	11%	G 10%	G 11.4%
Resourcing & Talent		Indicator 2022/23	Q4 2022/23	Q3 2022/23
Employed workforce <i>(Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners & partners)</i>	Total Employed Headcount <i>(total number of people employed over reporting period)</i>	Not Applicable	6,158	6,019
	Employed Headcount <i>(at the end of the reporting period)</i>	Not Applicable	6,031	5,875
	Employed FTE <i>(at the end of the reporting period)</i>	Not Applicable	5,414	5,250
	Number of new Apprentice starters since the start of the financial year (excluding Schools)	113	R 85	A 74
Agency (Matrix)	Total contract spend with Matrix	Not Applicable	£5,989,848	£6,117,539
	Agency (Matrix) % of Employed workforce	Not Applicable	9%	8%
Staff Turnover	Rolling 12-month turnover rate	Between 9% & 13%	G 11.6%	G 12.9%
Performance & Development		Indicator 2022/23	Q4 2022/23	Q3 2022/23
Performance	Percentage positive response to the Pulse Survey question: "I have regular meaningful conversations with my manager about my performance, wellbeing and support needs"	78%	G 79% (May 2022 Survey)	G 79% (May 2022 Survey)
Learning & development	Percentage positive response to the question: "I have good opportunities to develop my skills and knowledge in line with my role and my aspirations"	70%	G 71% (May 2022 Survey)	G 71% (May 2022 Survey)

	Staff induction completion rates	90%	Unavailable	G 92%
Wellbeing, Values & Ways of Working		Indicator 2022/23	Q4 2022/23	Q3 2022/23
Behaviours & Values	Percentage positive response to the Pulse Survey question: "I am treated with dignity and respect by my work colleagues"	87%	G 91% (May 2022 Survey)	G 91% (May 2022 Survey)
	Percentage positive response to the Pulse Survey question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to continuously improve"	78%	G 81% (May 2022 Survey)	G 81% (May 2022 Survey)
Ways of Working	Percentage positive response to the Pulse Survey question: "My ideas and opinions are valued and are used to help shape the way we work and our future planning"	73%	G 74% (May 2022 Survey)	G 74% (May 2022 Survey)
	Rolling 12-month average number of calendar days lost due to sickness absence per FTE	15 Calendar Days p.a.	A 15.9	A 16.0
Level of sickness absence <i>(May retrospectively change due to late reporting of sickness)</i>	Number of calendar days lost due to short term sickness absence (less than 21 calendar days)	Not Applicable	7,262	8,224
	Top reason for short term absence (less than 21 calendar days)	Not Applicable	Respiratory, Cough, Cold, Flu	Respiratory, Cough, Cold, Flu
	Number of calendar days lost due to long term sickness absence (21 or more calendar days)	Not Applicable	12,980	13,932
	Top reason for long term absence (21 or more calendar days)	Not Applicable	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health
Diversity & Inclusion		Indicator 2022/23	Q4 2022/23	Q3 2022/23
Employee Disclosure Rate	Disclosure rate for self-declaration of an employee's: disability; sexual orientation; race/ethnicity; religion		G	R
		40%	50.5%	30.2%

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

Workforce Summary Narrative

1. Of the 12 KPIs with a RAG status indicator, nine are reported as Green, one is Amber, one is Red and one KPI is unavailable this quarter. This compares to last quarter where nine were reported as Green (one of which is the unavailable KPI for Q4), two Amber and one Red last quarter.
2. The KPI which is reporting as Red in Q4 is the '**Number of new Apprentice starters since the start of the financial year (excluding Schools)**'. Last quarter, this KPI was rated as Amber because the number of new Apprentice starters in Q3 was 73 with one quarter remaining to reach the annual indicator level of 113. The number of Apprentices at the end of Q4 was 85. Individual Directorate targets were met by Children Young People and Learning, HR and Organisational Development, Public Health, and Chief Executive's Office.
3. Targets in other Directorates were missed due to a variety of reasons including restructures; training service providers ceasing trading; capacity challenges within the service; and a focus on ensuring existing apprentices complete their apprenticeship. In the Fire and Rescue Service, the preference for some roles has been to pursue alternative management qualification/training via the National Council of Fire Chiefs which contributed to a lower-than-expected number of new apprenticeship starters. We do however currently have 346 apprentices within the Council.
4. In 2023/23, the Apprenticeship Team will continue to explore more efficient ways of managing apprenticeships and maximising the opportunities for promoting management apprenticeships. The latter has already been effective in Adults and Health directorate where there has been a marked increase in managers applying for the Level 5 Operations Manager apprenticeship which started in April 2023.
5. The KPI rated as Amber this quarter is '**Rolling 12-month average number of calendar days lost due to sickness absence per FTE**'. The Q4 figure is 15.9 calendar days which is 0.1 days lower than the previous quarter, but still almost one day above the indicator level of 15 calendar days. Coronavirus accounts for 1,097 absence days of the total sickness absence for Q4 which is 5.4% (1,866 and 8.4% in Q3 respectively). If Coronavirus is excluded from the sickness absence data, then the rolling 12-month average number of calendar days sickness per FTE drops from 15.9 to 14.5 calendar days (14.2 in Q3). This would be below the indicator range and would result in this KPI being rated as Green.
6. The '**Employee declaration rate for diversity data**'* has changed from a rating of Red last quarter to Green. The Q4 figure is 50.5% compared to 30.2% last quarter and is now over 10 percentage points higher than the indicator of 40%. The declaration rate for the four individual Protected Characteristics is: 74% for Ethnic Origin; 62% for Disability; 60% for Sexual Orientation; and 52% for Religion/Belief (last quarter 60%, 45%, 42% and 32% respectively). This increase is due to the communication campaign previously reported, and a change in data processing.

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

7. For the communications campaign, we have continued to promote and encourage employees to complete/update their diversity data, and this has been done in collaboration with Unison and our staff led networks. A targeted communication approach is being prepared which will involve emails being sent to employees who have 'unknown' diversity data. In addition, we are exploring ways to enable staff that do not have access to County Council IT to provide their diversity data, likely to be via a dedicated hardcopy form.
8. The process issue of having separate systems for recruitment and employee personnel records has been partly addressed by extracting diversity data for successful applicants from 2019 to current day and integrating that data with the data held in our centralised Enterprise Resource Planning system (SAP). For future new starters, we are investigating a fix to include the starter's diversity data is uploaded to SAP at the same time as other personnel data such as their address. We are also looking at enhancing our diversity data collection methods at recruitment, for example we do not currently capture diversity data for people recruited via an agency (e.g., overseas social workers).
9. The KPI which is unavailable this quarter is '**Staff induction completion rates**'. This KPI was 92% last quarter, against an indicator of 90% so was rated as Green. Due to the recent and unexpected change to a new learning management system it is not feasible to provide figures for this quarter. It is anticipated that reporting on this KPI will resume next quarter.
10. The five KPIs based on the **Pulse Survey** remain the same as last quarter as there has been no re-run of the Pulse Survey during this quarter. The Pulse Survey is currently being reviewed and this is likely to result in changes to the survey questions and/or the frequency the survey is conducted. Any changes affecting the current KPIs sourced from the Pulse Survey will be included in future reports to the committee.
11. In Q2 the '**Rolling 12-month turnover rate**' was rated as Amber due to it being 1 percentage point higher than the indicator range of 9-13%. Last quarter the turnover rate reduced to 12.9% so it returned to being within the indicator range and it reverted to Green status. This reduction has continued in Q4 with the rolling 12-month turnover rate now being 11.6%. The fall last quarter was primarily due to the large increase in headcount following the insourcing from Capita (336 employees). This is because the calculation for this KPI is total leavers over the period divided by average number of employees, so the increase in the number of employees increases the average and therefore lowers the overall %. This quarter there has been a further, albeit less significant, increase in Employed Headcount with a net increase of 156 employees with 237 new starters. A large part of this increase are 109 new starters in Children, Young People and Learning including 25 new social workers in Children's Social Care who have joined following the international recruitment initiative. The rolling 12-month turnover for Children, Young People and Learning was 12.9% and for Adult Services and Health it was 11.1% (15.8% and 11.5% respectively for Q3)
12. **Total sickness absence** has decreased from 22,156 calendar days in Q3 to 20,242, a reduction of 1,914 calendar days. The decrease has been in both short-term sickness absence (less than 21 days absence) which has decreased from 8,224 to 7,226 calendar days (-998) and long-term sickness which has decreased from 13,932 to 12,980 calendar days (-952). In comparison with the

same quarter in 2022, the number of absence due to sickness is almost identical with 20,698 calendar days in 2021, compared to 20,242 this quarter.

13. The reduction in sickness absence this quarter and its similarity to the same quarter last year reflects the seasonality of sickness absence. The top reason for short-term sickness absence (less than 21 calendar days) remains 'Respiratory, Cough, Cold, Flu' (2,067 days) the same as last quarter. For long-term sickness absence (21 or more calendar days) the top reason for sickness was 'Anxiety, Stress, Depression, Mental Health' (4,368 days) which is also the same as the previous quarter.
14. During the discussion of the Q2 workforce information, Members asked for a breakdown of sickness by Directorate. The table below provides this breakdown for Directorates, plus the main Service in our two biggest Directorates (Adults and Health and Children, Young People and Learning). The overall organisation figure from the main KPI table is provided for context. The KPI reported in Table 1 is the '**Rolling 12-month average number of calendar days lost due to sickness absence per FTE**'. This KPI has been selected because it provides an average per FTE which enables a direct comparison between organisational units which have considerably different headcounts/FTEs.

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

Organisation Level	Rolling 12-month average number of calendar days lost due to sickness absence per FTE	
	Q4 2022/23	Q3 2022/23
WSCC	15.9	16.0
Adult Services & Health	22.3	21.9
↳ Adult Services	22.1	21.3
Children, Young People & Learning	15.6	16.9
↳ Children & Family Services	18.5	20.1
Chief Executive's Office	3.5	4.4
Finance & Support Services	12.0	9.0
Fire & Rescue Service	11.8	10.7
HR & Organisational Development	6.1	6.5
Law & Assurance	9.1	8.2
Place Services	16.9	16.2

15. Table 2 shows a further breakdown of the sickness absence figures, along with the reason for sickness for Adult Services and Children and Family Services:

Table 2 – Q4 Service breakdown of Rolling 12-month average number of calendar days lost due to sickness absence per FTE by Directorate and reason for absence

Service / Team	Average Total Sickness Absence per FTE*	Top Category Reason for Sickness Absence	Top Category Average Sickness Absence per FTE*	Second Category Reason for Sickness Absence	Second Category Average Sickness Absence per FTE*
Adult Services	22.1	Anxiety, Stress, Depression, Mental Health	6.7	Musculoskeletal, Fractures, Injury, Surgery	5.3
Adults Commissioning	28.2	Musculoskeletal, Fractures, Injury, Surgery	7.5	Anxiety, Stress, Depression, Mental Health	7.0
Adults Safeguarding	16.8	Anxiety, Stress, Depression, Mental Health	5.1	Musculoskeletal, Fractures, Injury, Surgery	4.2
Area Operations	18.5	Anxiety, Stress, Depression, Mental Health	5.6	Musculoskeletal, Fractures, Injury, Surgery	3.3
Children & Family Services	18.5	Anxiety, Stress, Depression, Mental Health	6.8	Musculoskeletal, Fractures, Injury, Surgery	2.9
Children Social Care	15.5	Anxiety, Stress, Depression, Mental Health	6.5	Musculoskeletal, Fractures, Injury, Surgery	2.3
Children Social Care - Placements	24.7	Anxiety, Stress, Depression, Mental Health	7.7	Respiratory, Cough, Cold, Flu	4.0

* Rolling 12-month average number of calendar days lost due to sickness absence per FTE

16. The Director of HR and Organisational Development presented the Recruitment and Retention report to the committee in January 2023. Progress has been achieved in the following areas contained in the report:

- a. International recruitment of social workers: Children, Young People and Learning has welcomed 29 social workers as part of our overseas recruitment project and are working to bring our next cohort of 19 social workers to West Sussex soon. In addition, three Occupational Therapists have joined Adults Services with a further five set to join over the coming months. 19 offers were extended to international Adults Social Workers at the end of the end of March / beginning of April 2023.
- b. Increasing capacity and skills in the Recruitment Team: An external specialist project team has been commissioned to provide additional short-term capacity working alongside the current resourcing team. This team has started and have prioritised the recruitment to the most challenging vacancies in Children’s, Adults and Place Services.
- c. Engaging with candidates in a different way: A Children’s Services recruitment event was held at Field Place in Worthing. 72 people attended the

event to find out about a wide range of roles including social care, education, and residential care. Local Headteachers attended the event and talked about school jobs they are currently recruiting for, and the skills required for those roles. Additionally, the council hosted stands in Worthing and Horsham town centres to promote the range of jobs available in our children's homes.

A new social media approach has been trialled for our Libraries vacancies including creation of new content and placing additional social media posts including paid for posts. This has resulted in a significant increase in the number of applications across a range of vacant positions, and in some of our more challenging geographical locations.

- d. Ensuring staff health and wellbeing: The Wellbeing Hub was launched in October 2022. It is a single online resource where all staff can find information, learning, support, and empowerment in relation to their personal Wellbeing. Since its launch there have been 2,658 clicks on the homepage (these are not necessarily individual visitors). The top three most viewed pages are Stress (213 clicks), Support for Managers (185 clicks) and Menopause (171 clicks)

The workplace Health and Wellbeing Needs Assessment was undertaken in September 2022. It is designed to gather insight into the health and wellbeing needs of employees and to help to identify areas needing action. This latest survey has been particularly important given the impact the Covid-19 pandemic has had in the workplace and on mental health since the last survey was undertaken in 2019. The overall response rate was 27% with 1,679 employees completing the survey. This compares to 24% when the survey was undertaken in 2019 (1427 employees completed). Headline findings include:

- Overall employees felt they were in good health generally with 68% saying their health was at least 'good'
- 24% of respondents find their job to be a source of stress, saying that it is either 'very' or 'extremely stressful' (21% in 2019). The proportion rating their job as 'not at all stressful' has however remained very similar (7% in 2022 compared to 6% in 2019).
- 41% said 'workload', is a cause of high stress (37% in 2019). Other causes of stress for employees are the 'type of work you have had to do' at 25%; and 'level of control over your work', also at 25%
- Employees saying that 'your place of work' is a cause of high stress has decreased to 10%, from 16% in 2019.
- 56% of respondents agreed that 'when changes are made at work, I am clear how they will work out in practice'. Whilst this is still the lowest ranking statement, it still represents a significant increase from 2019 (46%) which suggests that efforts to improve this measure are making a difference.

The next steps include joint working with Public Health to undertake a full analysis of the data and findings and undertake some benchmarking. Actions and interventions will be assessed against the People Framework and co-ordinated with the HR and Organisation Development Business Plan. Services

will discuss the findings at their respective Joint Consultative Committee (JCC) meetings, with Unison keen to be involved in discussions.

17. Members asked officers to investigate the feasibility of identifying the cost incurred due to sickness absence. As previously reported, this is complex due to different employee's terms and conditions, length of service and overtime for example, plus not all absence has a monetary cost but rather one of lower productivity through reduced capacity. To progress this work, we are researching whether other local authorities produce a cost of sickness and if so, how it is calculated. The feedback from this research will be reported at the Performance and Finance Scrutiny Committee.

Proposed Amendments to KPIs on the Council Plan 2023/24

Existing Measure Description	Existing Baseline (date)	Existing 2023/24 Target	Existing 2024/25 Target
The percentage of adults with a learning disability living in settled accommodation	60.9% (2022-23)	National Average (Currently 78.8%)	National Average (Currently 78.8%)
	Baseline (date)	Proposed 2023/24 Target	Proposed 2024/25 Target
	56.3% (2021-22)	60%	65%
<p>Business Case for Change</p> <p>It was agreed by cabinet as part of the corporate refresh to include this measure as it reflects the aims of the service to enable residents to live independent lives. At year end the service has been able to establish a formal baseline, in line with yearend statutory ASCOF (Adult Social Care Outcome Framework) guidelines which has resulted in the baseline figure reducing from 60.9% to 56.3%. This change will impact the services ability to meet the planned targets and therefore are suggesting the revised target above, with a planned 5% increase year on year (a 5% increase relates to moving approximately 150 people from non-settled to settled accommodation settings). The national averages are based on the 2021/22 outturns, these will be revised when validated figures are published in Oct/Nov 2023.</p>			

Proposed Amendments to KPIs on the Council Plan 2023/24

Existing Measure Description	Existing Baseline (date)	Existing 2023/24 Target	Existing 2024/25 Target
Square metres of operational property (e.g. offices, libraries, fire stations etc) that are in use.	162,000m ² (2021/22)	140,600m ²	135,500m ²
	Baseline (date)	Proposed 2023/24 Target	Proposed 2024/25 Target
	119,500m² (2022/23)	113,500m²	Tbc (5% reduction from the 2023-24 results).

Business Case for Change

The KPI reports on the Gross Internal Area (GIA sqm) of buildings defined as operational. That is property used to provide office accommodation or County Council service delivery such as libraries, fire stations, household waste recycling centres, family hubs, care homes, adult day centres, children’s homes, depots, gypsy and travellers sites, and some residual staff housing. The KPI excludes all schools and education establishments, vacant property, land only and properties that are operated externally, for example properties leased out to third parties.

The current target for 2023/24 has already been met and exceeded. To remain challenging the baseline needs to be adjusted in line with current performance and a new target set.

The target has been met as a result of a number of factors. The source data has changed following the implementation of the new Asset Database Concerto system during 2022/23. The introduction of this new software included data cleansing before data migration, which highlighted some inconsistencies in categorisation of property which has now been rectified.

In practice there has also been a larger reduction in operational space than could have been predicted when the target was set, largely due to the closure of Centenary House, Durrington and the reduction in the number of Children and Family Centres and Find It Out Youth centres as a result of the Early Help review in 2021/22.

It is proposed to set the new baseline as the end of year actual figure from 2022/23 with a continuing ongoing target to reduce the sqm of the operational estate by 5% year on year.

Proposed Amendments to KPIs on the Council Plan 2023/24

Existing Measure Description	Existing Baseline (date)	Existing 2023/24 Target	Existing 2024/25 Target
Smoking prevalence in adults (18+) – current smokers (APS) - to achieve Smokefree 2030 prevalence of 5% or below	10.6% (2021)	9.3%	8.7%
	Amended baseline (date)	Proposed 2023/24 Target	Proposed 2024/25 Target
	12.4% (2021)	10.9%	10.2%
<p>Business Case for Change</p> <p>The way national data is measured for smoking prevalence through the Annual Population Survey (APS) has changed; as a result, the baseline figure for West Sussex has increased. To reflect this change, local targets for this measure have been re-modelled to achieve the overall target of 5% or below smoking prevalence in West Sussex by 2030. As the baseline figure is higher, the annual targets for 2023/24 and 2024/25 are now also higher.</p> <p>This change to methodology for national data collection will affect all areas of England, not only West Sussex, as recalculated prevalence figures in any part of England will demand adjustment of the trajectory, to inform progress to achieve target(s).</p>			

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Key decision: Yes
Unrestricted
Ref: CAB02 (23/24)

Report to Cabinet

20 June 2023

West Sussex Fire & Rescue Service Annual Statement of Assurance 2022/23

Report by Chief Fire Officer

Electoral division(s): All

Summary

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

Recommendations

Cabinet is requested to approve the West Sussex Fire and Rescue Service Annual Statement of Assurance 2022-23

Proposal

1 Background and context

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

Agenda Item 5

- 1.4 Fire and rescue authorities are accountable for their performance and should be open to evaluation by the communities they serve. Information on their performance should be accessible, robust, fit-for-purpose and accurately report on effectiveness and value for money and this report provides that to the organisation with supporting data reviewed at the Fire and Rescue Service Scrutiny Committee.
- 1.5 Fire and rescue authorities are responsible for ensuring that their business is conducted in accordance with the law and proper standards, and that public money is properly accounted for and used economically, efficiently and effectively.
- 1.6 As some information has been presented throughout the year this has been highlighted to ensure that it is clear, accessible, and user-friendly within existing documents. There have been extracts, or links to these documents embedded into the statement of assurance.
- 1.7 The statement of assurance will be used as a source of information on which to base the Secretary of State's biennial report under section 25 of the Fire and Rescue Act 2004.
- 1.8 Fire and rescue authorities may wish to include a section in their statements of assurance on any potential improvements they have identified across their accounting, governance or operational responsibilities to communities, particularly where plans are underway.
- 1.9 This report includes the annual report and details the progress within the first year of the new Community Risk Management Plan (CRMP), reviewing financial position, governance, progress against strategic priorities, as well as the overall performance for the year.
- 1.10 The statement of assurance should be signed off by an elected member of the relevant authority who is able to take responsibility for its contents, this has been entered into the forward plan for a decision on 20 June 2023 by Cabinet.

2 Proposal details

- 2.1 West Sussex County Council is the Fire Authority for West Sussex Fire and Rescue Service (WSFRS) and is responsible for:
 - Firefighting and rescue
 - Protecting people and property from fire
 - Promoting fire safety in the home
 - Providing special services for emergencies
- 2.2 Under the direction of the Cabinet Member for Fire and Rescue and Communities, West Sussex Fire and Rescue Service, within West Sussex County Council, have prepared an Annual Statement of Assurance for 2022-23.
- 2.3 Decisions relating to the fire and rescue service will be scrutinised by the Fire & Rescue Service Scrutiny Committee which was established at the full county council meeting on 17 December 2019.
- 2.4 In the case of county council fire and rescue services the close working relationships that exist with other county council areas of responsibility such as

adult care, children’s services and public health are significant. This enables a holistic approach to keeping residents safe.

3 Other options considered (and reasons for not proposing)

3.1 The Fire Authority is statutorily required under the Fire and Rescue National Framework for England to produce an annual statement of assurance; therefore no other options can be considered.

4 Consultation, engagement and advice

4.1 The document has been presented to the Fire and Rescue Scrutiny Committee and subsequently approved with some recommendations. The FRS considered these recommendations and made amendments where suitable. These amendments included minor grammatical changes and removal or adjustment to infographics detailing structure.

5 Finance

5.1 There are no financial implications to the Council.

6 Risk implications and mitigations

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

Risk	Mitigating Action (in place or planned)
Not adopting an Annual Statement of Assurance (SOA)	All information supporting this informs the Council’s Integrated Risk Management Plan (IRMP) to ensure the SOA is accurate and timely to support the service.
Not recording information accurately	West Sussex Fire and Rescue Service record information about every emergency call received. We analyse where, why and how incidents have occurred to help us understand where incidents might happen in the future and how we are best placed to prevent them. We also use the latest modelling software, demographic profiling, census data and information from our partner agencies. This information informs a critical fire risk map, which is updated every year based on rolling data from the previous three years.
Not mapping critical risk	The critical fire risk map is part of our local Risk Management Plans facilitates the targeting of prevention activity to prioritise resources to the most vulnerable residents and those communities at highest risk. This ensures resources are used efficiently to achieve the

Risk	Mitigating Action (in place or planned)
	<p>best possible outcomes for our communities. The critical fire risk map is part of our local Risk Management Plans and is used to assist in the targeting of prevention activity allowing WSFRS to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring its resources are used efficiently to achieve the best possible outcomes for our local communities. They are also used as the basis for our Emergency Response Standards.</p>

7 Policy alignment and compliance

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

Sabrina Cohen-Hatton
Chief Fire Officer

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

Appendices A – Statement of Assurance 2022/23

Background papers

None

West Sussex Fire & Rescue Service

Annual Statement of Assurance 2022-23



PREVENTION



PROTECTION



SERVICE DELIVERY



PEOPLE



ASSETS

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Foreword from Cabinet Member for Community Support, Fire and Rescue



Welcome to West Sussex Fire Authority's Statement of Assurance for 2022/2023.

As the Cabinet Member for Community Support, Fire and Rescue, I am pleased to present this document to our local communities, setting out how West Sussex Fire & Rescue Service meets the requirements of the [Fire and Rescue National Framework for England](#).

The launch of this year's Statement of Assurance also signifies the conclusion of the first year of our new [Community Risk Management Plan 2022 - 2026](#); a plan which sets out the direction of our fire and rescue service over the course of the next four years.

This plan sets out the strategic priorities and the steps that the service is taking to implement new programmes of work, to help ensure that West Sussex continues to be a safe place to live and work.

Keeping resident's safe is the highest priority for West Sussex Fire & Rescue Service, and this objective underpins everything the service does.

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

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

Introduction from the Chief Fire Officer

Our annual Statement of Assurance covers the financial year 2022/23 and provides details on our performance, outlining how we manage the budget to provide an efficient and effective service to the residents and visitors of West Sussex.

During this fiscal year we began to emerge from under the cloud of COVID-19 after almost two years of restrictions and lockdowns.

As we began to return to a sense of normality, we faced some of the worst storms in recent years, followed by an exceptionally busy summer of wildfires that took hold of our beautiful and extensive countryside, and a vast amount of winter flooding calls – from premises that had flooded due to the volume of rainfall, and others due to burst pipes from the cold snap.

This Statement of Assurance is significant because it is the first under our new [Community Risk Management Plan](#) and through this plan set five strategic objectives across our People, Protection, Prevention, Service Delivery (formally Response) and Asset areas. These objectives will ensure that we continue to deliver a service which puts public safety at the heart of everything we do, in order to keep our communities safe from harm.

Throughout 2022/23 our improvement journey continued at great pace too, with the service's progress formally recognised in the [latest inspection report](#) from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

Steady progress was also made at the site of our new Horsham Fire Station and Training Centre, and the state-of-the-art facilities have been designed to place a real emphasis on the continued development of our staff.

The last 12 months have seen West Sussex Fire & Rescue Service demonstrate its ability to deliver services that benefit the community, and our teams will continue to deliver the service West Sussex expects and deserves.

Sabrina Cohen-Hatton, Chief Fire Officer



Community Risk Management Plan

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



The plan is owned by the Fire and Rescue Authority and is delivered by WSFRS. The plan sets out how we address all foreseeable risk across our county and also provides an overview of what influences our service in terms of our national and local obligations. We will always seek to be efficient and effective and to achieve good value for the local community. This means working collaboratively with neighbouring fire and rescue services and other blue light services as well as by maximising our position within WSCC by actively participating in partnership opportunities including tackling the social causes of fire and other emergencies.

What is a Statement of Assurance?

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their CRMP.

Statements of assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are being provided. This document outlines the way in which the Fire Authority and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's CRMP during 2022/2023.

The West Sussex Fire & Rescue Authority set strategic priorities for the period of 2022-26 based on thorough risk analysis.

Strategic Priority 1: Preventing fires and emergencies from happening.

Strategic Priority 2: Protecting people, firefighters and property by making buildings as safe from fire as they can be.

Strategic Priority 3: Responding to fires and emergencies quickly and effectively.

Strategic Priority 4: Have a safe and valued workforce.

Strategic Priority 5: Making best use of resources.

Where there are competing priorities, we will focus resources on the area of greatest need. At times this may mean that the order in which we do things is subject to change. This report will look at each area of our service delivery; Protection, Prevention, Service Delivery, Strategic Risk and People and then summarise the progress against the five strategic priorities through projects.

Governance

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

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

WSCC is made up of 70 councillors who are each elected to represent one division every four years. Functions are allocated across the full council, the Cabinet and a range of committees. Full Council is the Fire Authority and has delegated executive powers of the Fire and Rescue Authority to the Cabinet.

The Constitution explains how the county council operates and decisions are made, and the procedures which are followed to make sure that these are efficient, transparent and accountable to local people. All members meet as the full council, and they are responsible for deciding some of the overall policies and setting the budget each year.

The Constitution provides a clear separation between the operational decision-making responsibility of our fire and rescue service, the executive policy setting and scrutiny and role of county councillors.

The Cabinet proposes the key policy decisions of the council, which are subject to agreement by the full county council. Each cabinet member is allocated a portfolio of work for which they take personal responsibility.

WSFRS is the responsibility of the Cabinet Member for Community Support, Fire and Rescue. The cabinet member for WSFRS is Councillor Duncan Crow. Decisions relating to the fire and rescue service and transformation plans of the service are endorsed by the cabinet member and subject to scrutiny by the Fire & Rescue Service Scrutiny Committee which was established at the full meeting of the County Council on 17 December 2019.

Key decisions (a decision that amounts to over £500,000 in value or significantly affects more than one division) about the service can be taken by the Cabinet Member for Community Support, Fire and Rescue, the relevant fire officer, public Cabinet or at a Full Council meeting.

The council's Cabinet, the FRS Scrutiny Committee and Full Council meet in public as a demonstration of accountability to the residents of West Sussex. These meetings can be attended in person or viewed via the council's website. As a fire

authority the fire and rescue service is linked to a range of the council's key strategic planning areas that aids a holistic approach to keeping residents safe. These include emergency management, transport and spatial planning, the design of support for vulnerable people, flood risk management and the overall place shaping and democratic ownership of an area.

Service Executive Board

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

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

Strategic Advisors to Service Executive Board:

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

His Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS)

In September 2021 HMICFRS undertook their second round of full national inspections and again visited the service. Following the services inspection, HMICFRS acknowledged in the report published on 27th July 2022:

"We were pleased to see that the service has made progress since our 2018 inspection. For example, it has used increased funding to expand its prevention and protection teams. We no longer have causes of concern about how these teams carry out aspects of their work."

HMICFRS also acknowledged improvements in how the service responds to incidents, how efficient it is becoming and how we anticipate workforce planning by forecasting retirements and the number of staff we need to recruit. This second round of inspection recognised an improvement and rated the service as 'requires improvement'.

WSFRS remains committed to tackling areas of bullying, harassment and discrimination of which HMICFRS have identified nationally within the fire sector. As part of our People Service Plan the service has implemented a mandatory Leadership and Culture Framework for all staff. The framework delivers several workshops to support cultural transformation and promote equality, diversity and inclusion, coaching skills, our values and behaviours, as well as the NFCC Code of Ethics - all of which are embedded into staff's performance reviews.

WSFRS remains committed to maintaining and improving the services that our communities, businesses, customers and partners depend on so heavily.

HMICFRS have now started their third round of inspections and will be visiting WSFRS as part of this programme late in financial year 2023/24. We look forward to welcoming them into our service.

Financial Performance Report 2022/23

How your money is spent

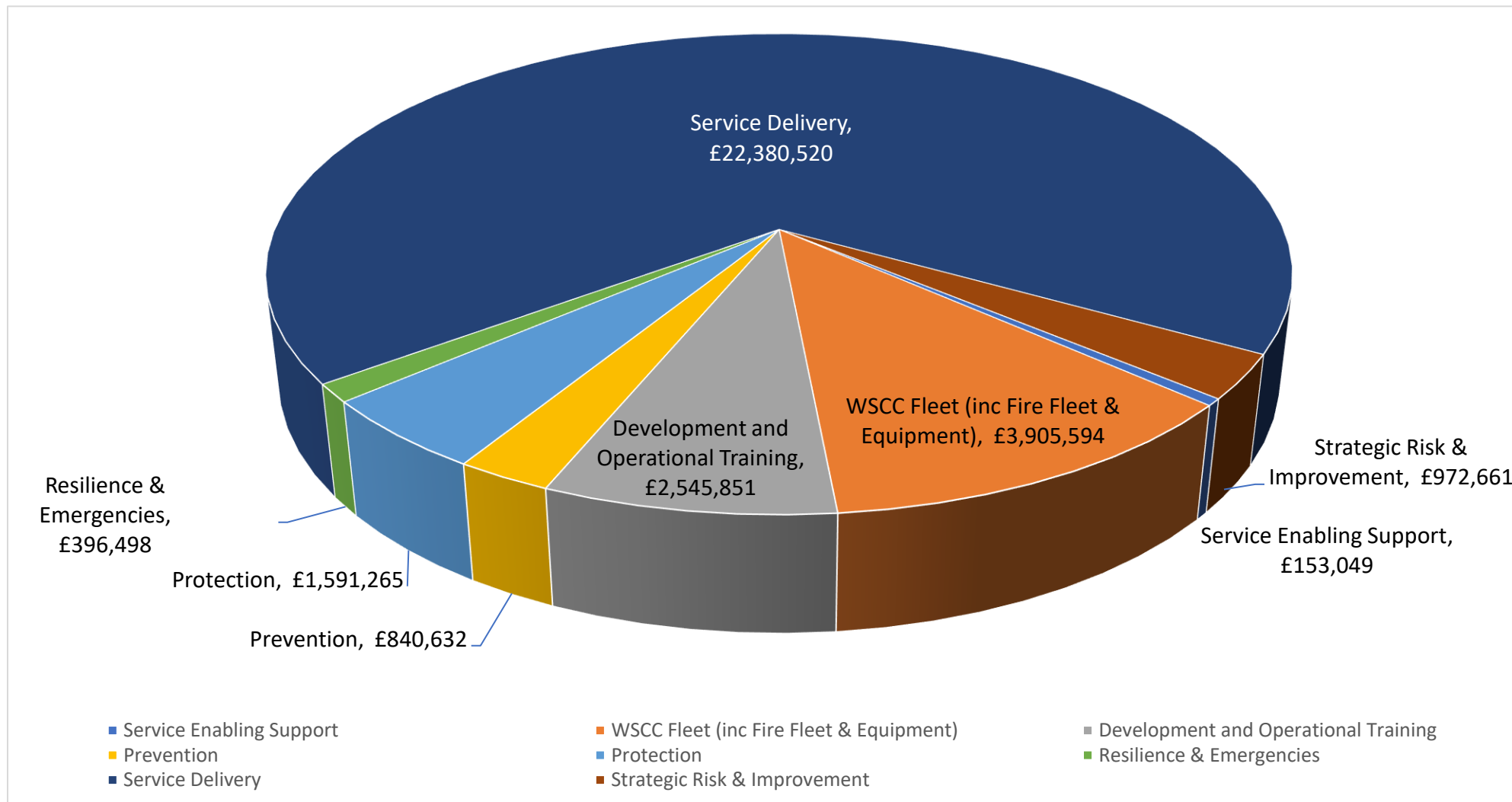


Figure 1 – FRS Expenditure 2022-23

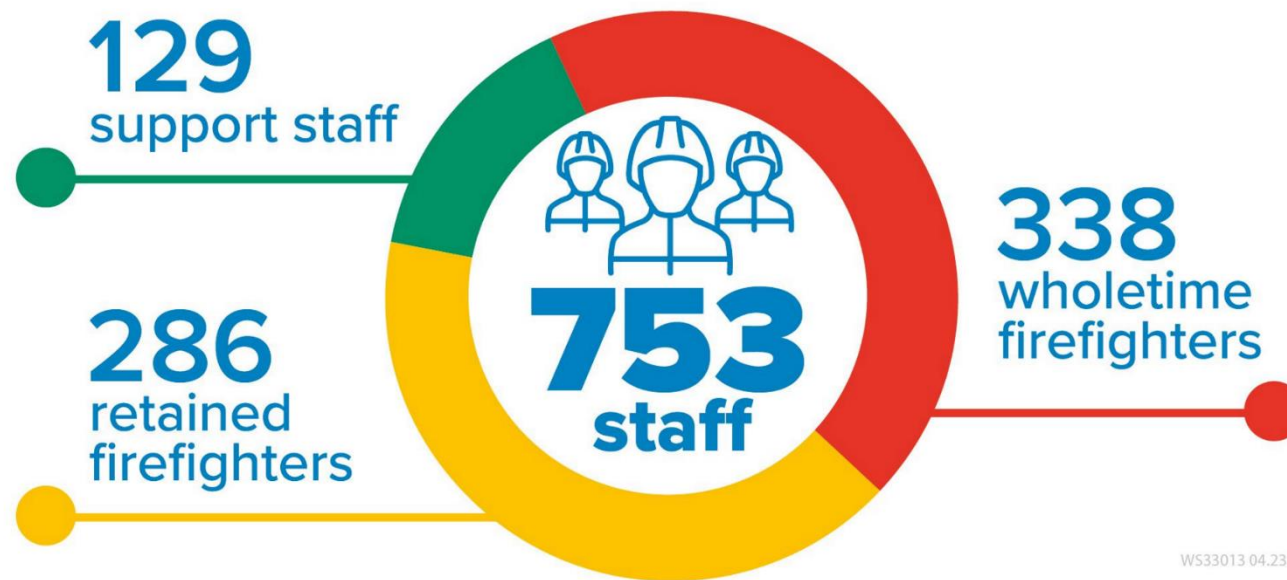
Our People

At the end of March 2023 our workforce total of 753 included a total of 338 wholetime firefighters, 286 on-call (retained) firefighters and 129 support staff working for WSFRS.

There has been significant focus through our scrutiny on our diversity within service workforce recruitment. The progress is monitored regularly and we are now seeing the representation of this within our data.

The applications for wholetime firefighters in 2016 were 91% Male, 9% Female, which in contrast to our most recent process in 2020/21 had moved to 81% Male, 16% Female and 2% would prefer not to say.

The ethnicity of applicants in 2016 was 95% White and 5% across Asian, Black, Chinese, mixed and prefer not to say. In 2021 this had moved to 91% White and increased to 9% across the other ethnicities which shows progress in both areas over the last five years, albeit a small increase.



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Performance Assurance Framework

Our Performance and Assurance Framework (PAF) provides structure and governance arrangements to ensure that the statutory obligations, functions and strategic commitments of the service are being suitably scrutinised and delivered. As part of the [Our Council Plan](#) we ensured a clear link to our PAF with four key measures highlighted to provide assurance. This golden thread continues through our core performance measures and through to service objectives into team plans and individual performance objectives.

Keeping people safe from vulnerable situations.

OUTCOME - A timely and proportionate approach to prevention through fire safety inspections of business premises

OUTCOME – Support to people when they need it through Safe & Well Visits to those at highest risk

	22/23 Target	Performance
Number of Safe & Well Visits delivered to those at highest risk	4000	4680
Fire safety inspections of business premises (as determined by the Risk Based Inspection Programme) carried out per year	1000	1004

Helping people and communities to fulfil their potential.

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

	22/23 Target	Performance
Percentage of critical fires where the first appliance in attendance meets our emergency response standard	89%	89.1%
Percentage of critical special service incidents where the first appliance in attendance meets our emergency response standard	80%	81.3%

A critical incident is defined as one that is likely to involve a significant threat to life, structures or the environment. The PAF examines performance on a quarterly basis across the four elements of service provision, corporate health, priority programmes and risk through a suite of core and service measures. In the reporting year 2022-23, we tracked the performance of 29 core measures against quarterly and end of year targets (detailed in Appendix A). These core measures are subject to scrutiny at our Strategic Performance Board, Service Executive Board and by the FRS Scrutiny Committee, ensuring organisational aims and objectives are achieved.



Deputy Chief Fire Officer Annual Review

This year has seen some significant progress against our CRMP, during a period of potential Industrial action and a call for significant sector improvements.

This year’s scrutiny has included updates on our Retained Duty System Task and Finish Group; His Majesty’s Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) Inspection Report and a report on diversity in recruitment. It also reviewed our performance using our embedded Performance and Assurance Framework quarterly with a positive upward trend on our improvement. At 22/23 year end there were 18 green, five amber and six reds compared with nine green, five amber and 15 reds at the end of 2021-22.

As with any year there are often publications which need to be considered and incorporated into our Community Risk Delivery Plan. This year has seen the publication of several key government publications including a White Paper on reforming our fire and rescue service and more recently the values and culture in fire and rescue services. The related activities have been incorporated into the planning for next year, and where there are areas to be addressed immediately, the appropriate change controls have been put in place.

The National Fire Chiefs Council (NFCC) have consulted on and introduced six Fire Standards in 2022/23 bringing a total of 16 new standards by which to align our work. These have now been responded to, reviewed and incorporated into our service plans for 2023/24 as well as reporting embedding into our internal governance.

As detailed in our CRMP there is a clear link to the county council priorities and increased focus on areas that we can support the county council further. As you will read through this year’s report there has been a significant amount of progress throughout the last year which you will see across all five strategic priorities including notably a reduction in accidental dwelling fires; implementation of national fire safety regulations; increased fire cover on our day crewed stations to seven days a week; continuation of work on our leadership programme and embedding of the Code of Ethics and Values; and finally the build of the new state of the art fire station and training centre.



Progress against our CRMP Strategic Priorities

Strategic Priority 1: Preventing fires and emergencies from happening

1.1 Place the public and communities at the centre of our activities.

Our community fire safety officers and firefighters deliver Safe & Well Visits to those with the highest level of fire risk. Visits are a vital part of how we reduce incidents and protect people from fire in their home. We provide fire safety advice and equipment as well as health and wellbeing information because our data shows that there is a strong link between poor health and fire risk. Very often we identify people who need additional help to live safely and independently so we signpost and refer them to partner organisations for support. When the need is urgent we work quickly with our partners to safeguard them. In the last year we made 51 safeguarding referrals.

We completed 4680 visits and in addition visited 2245 homes to carry out risk reduction activity such as installing smoke alarms (2456) and carbon monoxide sensors (1257) and supplying fire safety equipment. For more details about safety in the home please see our webpages on [home fire safety](#).

1.2 Develop our capacity, through our frontline staff, volunteers and the frontline staff of partner agencies.

We have been working hard to deliver local community safety activities focusing on where incidents have occurred previously to make sure our safety messages reach those who most need them. We use our serious and fatal fire review procedures to drill down into the human behaviour that contributes to serious and fatal fires, which shapes our communications and safety campaigns.

Volunteers play a significant part in delivering community safety events and engaging with our communities. In 2022 we celebrated 10 years of volunteers and recognised the amazing contribution they all make to our prevention work. They focus on providing information and offering Safe & Well Visits in areas where there is a greater level of risk. If you are interested in joining our incredible team of volunteers, please visit our [Fire & Rescue Service Community Volunteer page](#).





1.4 Provide school children with fire safety education and deliver programmes so children and young people can make safer decisions and fulfil their potential.

Our Targeted Education Team delivered a number of new interventions for children and young people, SPARK and IGNITE. We continued to deliver GRIT, including a new tailor-made course especially for children with special educational needs. Along with our operational crews our education instructors visited schools to deliver safety education sessions. Our targeted programmes are designed to develop personal skills and qualities such as resilience and teamwork through a range of activities and experiences.

You can find lots of exciting and informative educational information for children, parents, carers and teachers on [WSFRS's Learning zone](#).

Through our Firewise programme we work with children and young people who play with fire. Providing education on the dangers of playing with fire or using fire inappropriately can significantly reduce the chance of this behaviour continuing.

1.5 Strengthen and grow our partnerships, working together to keep the individuals and communities safer.

As a member of the Sussex Safer Roads Partnership (SSRP) we work with the other members, Brighton & Hove City Council, East and West Sussex county councils, Highways England, East Sussex Fire & Rescue Service and Sussex Police to reduce the number of people being killed and seriously injured on our roads.

In 2022/23 we attended 516 RTCs and carried out 66 extrications.

For more information visit our [road safety webpage](#).



Strategic Priority 2: Protecting people, firefighters and property by making buildings as safe from fire as they can be

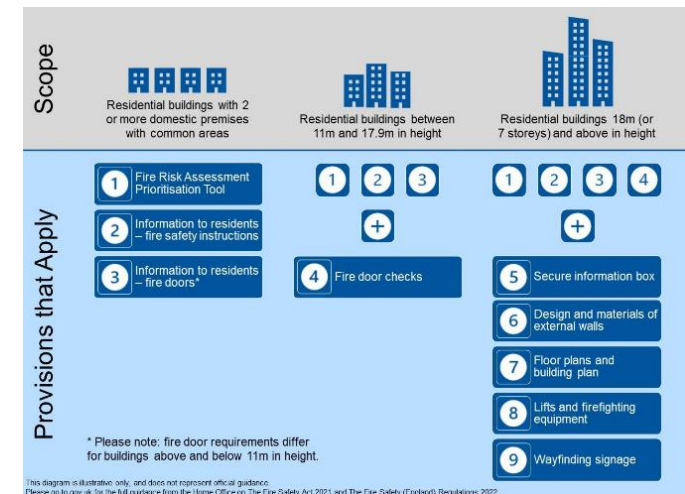
2022/2023 has been an extremely exciting year for the Protection department with the commencement of several new pieces of fire safety legislation directly linked to the ongoing response to address the outcomes of the Grenfell Tower tragedy in 2017.

This has included the Fire Safety Act 2021 and the Fire Safety (England) Regulations 2022, the latter of which has required WSFRS to set up [a portal on our website](#) to enable the responsible persons (RP) of high-rise residential buildings to submit reports of defects relating to firefighting lifts and other key firefighting facilities such as dry risers and smoke ventilation systems. This enables us to undertake a review of the risk that such defects to these critical systems would pose during a fire, and make appropriate alternate pre-planning arrangements as is necessary, such as increasing the number of fire engines, firefighters and high-reach vehicles that we would mobilise to such an incident. This portal is detailed and advertised through GOV.UK to assist RPs to comply with the legislation.

2022 saw the commencement of our new CRMP, which embedded nine strategic objectives for Protection. We have already delivered three of these objectives;

- Implementation of a call challenge system to not respond to fire alarms in commercial premises.
- Effective working between our Prevention, Protection and Service Delivery teams for an inclusive approach to local risk management.
- Work effectively with other regulators and agencies to reduce risk.

The most significant impact to WSFRS has been the implementation of our Unwanted Fire Signal Policy, which introduced a call challenge and non-attendance procedure in collaboration with our partners in Surrey FRS, so that both services no longer automatically respond to reports of fire alarm actuations in commercial premises. This procedure went live on the 1 December 2022 and had an immediate effect on the number of unwanted fire signals we attended, which were down 75% on the previous month. This reduction has allowed our fire crews to spend more time undertaking training to maintain their operational competences, focusing on risk reduction activities such as assisting those that are most vulnerable within our communities, and undertaking fire safety checks in simple premises which has been made possible following the



delivery of a service-wide training programme delivered by trainers from within the fire protection team. In March 2023 we signed our first [Primary Authority Partnership](#) agreement with Churchill Retirement PLC.

This will enable us to assist Churchill Retirement to continue to meet the requirements placed upon them by the Regulatory Reform (Fire Safety) Order 2005 and exceed those minimum standards where appropriate.

It will enable WSFRS to advise our partner on the standards that they should be adopting across their entire property portfolio and is not just restricted to those that are present within West Sussex.

As Churchill provide housing for people that are generally at a higher risk in the event of fire, due to age, infirmity, disability etc, this is a really important partnership that supports WSFRS in protecting some of the more vulnerable people in our communities.

During this year we presented to the FRS Scrutiny Committee on the rationale for reducing the target for number of fire safety audits that we would complete within regulated buildings. This was because we recognised the importance of upskilling our fire safety regulators so that they are qualified in accordance with the national competency framework and to make them more effective for the future. To undertake the necessary courses meant that they would not be available to conduct their normal auditing activities.

To achieve this upskilling, we have made efficient use of a government grant provided to FRSs to enhance the effectiveness of their Protection departments, following the outcomes of the Grenfell Tower fire. This grant is also making it possible to launch a pilot scheme whereby we are investing in our retained colleagues to train a small number to carry out fire safety audits, which will further enhance the effectiveness of our crews within their local communities to further reduce risk.

Within the 2022/23 year we have completed 1004 audits of buildings where the Fire Safety Order 2005 applies, with 175 (data to the end of Q3) being found to have deficiencies in their fire safety management. 20% of these audits have been



undertaken in premises that feature within our Risk Based Inspection Programme, with a further 500 premises receiving a Fire Safety Check conducted by our response crews and our fire safety apprentices.

We have also invested in our fire investigation (FI) capabilities, with more than half of our wholetime supervisory managers having received training to enhance their skills for investigating simple fires.

Three of our specialist FI officers have also had their skills and competencies upgraded to the highest level attainable as we continue to support our fire investigation partnership across the 4Fire partnership of Kent, Surrey, East Sussex and West Sussex. This ensures that the forensic approach that we take to investigate complex scenes supports the police and courts to bring offenders to justice where fires have been set deliberately.

Our FI team also continue to lead the way in sharing information that drives down risk and at a recent inquest aided the Coroner to submit a Regulation 28 letter to the Government with a view to prevent future deaths through the installation of automatic fire sprinklers in extra care facilities.

Strategic Priority 3: Responding to fires and emergencies quickly and effectively

In 2022, we changed the name of Response to Service Delivery to better reflect the work we do within our communities to reduce risk and keep the public safe. Our firefighters are committed to reducing risk for those most vulnerable in our communities by carrying out prevention activity such as Safe & Well Visits as well as completing fire safety audits to keep businesses safe across West Sussex. Of course, when you need us, we will respond quickly with a safe, competent, and well-trained workforce, to help people and save lives.



As part of [our CRMP](#) we have 10 key priority areas in Service Delivery to focus on within the life cycle of the plan (3.1 to 3.10).

We are proud to have completed two of our committed key priorities within the CRMP within the first year. The first is: 3.7 Enhance day crewed immediate response cover activity 7am - 7pm, seven days a week by extending the current day crewing model at some stations to provide immediate response cover and protection and prevention activity 7am - 7pm, seven days per week with a new flexible crewing model.

We have successfully launched this at Haywards Heath, Burgess Hill, Shoreham, and

East Grinstead fire stations. Our data is telling us that this will demonstrate improved response times to all incidents by 1 minute in Mid Sussex and 34 seconds in Adur. We will now evaluate the impact of our four day crewed fire stations by reviewing the data to assure ourselves and the public we are realising the benefits.

We have also successfully launched our new Local Risk Management Plans (LRMPs) 2023-24 as part of our commitment to key priority 3.4 in service delivery.

Our LRMPs have evolved by working with key partners in our communities and we have made informed decisions to target our resources to risk by using a range of national and local data sets.



This is our first year of our new LRMPs and we will evaluate our outcomes to ensure we are realising the benefits of our work to reduce risk.

As part of our name change to Service Delivery, we took the opportunity to implement further improvements to make our fire station teams more effective and efficient.

We previously had three geographical groups of Western, Central and Eastern where our fire stations teams would be allocated to. We have decided to realign into a new two group structure made up of Eastern and Western groups. This has enabled our station managers to enhance their focus on day-to-day station activity with their teams.

This change has enabled us to introduce a new team called Service Delivery Support. This team now provides the day-to-day support to our Service Delivery teams ensuring we work closer than ever with our partners and departments across the organisation to achieve our LRMP, CRMP objectives and continue our cultural improvement journey.

Our aim is to create empowered, trusted, and high performing teams at WSFRS. Following our two recent HMICFRS reports where we have an open cause of concern relating to promoting the right values and culture. To support our realignment to a two-group structure in Service Delivery we have introduced a new meeting governance cycle where we will support our teams around three core areas:

- People
- Productivity
- Evaluation

The new meeting governance cycle in Service Delivery has removed working in silos and has created clear and transparent communication pathways. This is helping us to solve problems together and we are making informed and effective decisions to support our people and provide the best service to the public. All our decisions that are made within the governance cycle are aligned to the Code of Ethics and our values. These decisions are communicated transparently with the workforce to keep our teams up to date with information and decisions made.



We continue to use flexible ways of working to maximise appliance availability across the county. So, when a fire engine needs a fourth firefighter to become available, we will move them around the around the county to match our resources to risk.



We continue to use the Joint Fire Control (JFC) with Surrey and East Sussex fire and rescue services. This is where highly trained control room staff deal with emergency calls, mobilising the nearest and quickest vehicles to incidents. JFC also continually assess those resources dynamically and according to risk.

In 2022/23, we had several significant incidents throughout the year that required many resources. The majority of these happened in the summer months, which included sending 14 fire engines to a leisure centre fire in Copthorne (07/08/2022), and eight fire engines to a domestic fire in Crawley. We also responded to several wildfires where a care home was protected in Yapton (09/08/2022).

Other incidents of interest were a derelict care home fire in Haywards Heath and in March 2023 a large fire where we sent 14 fire engines and specialist vehicles to a Grade II listed hotel, shops and associated flats that were damaged by fire in Midhurst town centre.

We continue to ensure we are prepared to attend operational incidents when we are needed. We do this by visiting our known risk premises and sites in collaboration with our Protection and Prevention colleagues, so we can carry out joined up activity to reduce risk with residents and allow our firefighters to familiarise themselves with the built and rural environment. We continually horizon scan and identify any new risks or buildings that we need information on to support our firefighters in making effective decisions at an incident.

We regularly conduct exercises with our emergency partners and neighbouring fire services such as Surrey, Hampshire and East Sussex. We record all our exercise aims, objectives and learning outcomes to ensure we are learning from our exercises and we cascade this learning



across the service. This will enable future inspections by HMICFRS to easily view and scrutinise our exercise activity and operational preparedness.

To further support operational learning we have a debriefing process that is supported by our Operational Assurance Team who analyse all aspects of our operational learning and share this locally and nationally as required. This gives us the opportunity to adjust our policies where necessary. This assures us that we are keeping firefighter and public safety at the forefront of our work.

Our operational incident commanders are regularly tested and complete reaccreditation to ensure everyone is in date and qualified to lead incidents. We are looking forward to the opening of our new Horsham site in 2023, where our incident command facilities will support effective and efficient training opportunities.

We have also reintroduced a focus on parades at our fire stations. This gives each team at the start of a shift the opportunity to set the expectations for the day and make clear the response, protection and prevention activity that will be undertaken.

Our firefighters have been trained to complete fire safety audits at low-risk businesses across the county. We have completed 389 fire safety audits in 2022/23 which has reduced the risk in these buildings. Our firefighters carrying out these audits have a clear process for escalating risk that they find to our trained protection officers for further investigation. This training has enabled our firefighters greater awareness of the built environment and fire dynamics which is improving our overall firefighting strategy, operational assurance, data gathering and protection/prevention activity.

We have made improvements to record all of our work that our service delivery teams complete in our communities in the last year. Our firefighters have completed 1351 hours of community activity such as school visits, attending fetes and talks which are outside of our Safe & Wells Visits. This demonstrates our commitment to engaging with our communities to maximise opportunities to reduce risk.

Within the next year our CRMP focus will be to make progress on the other eight key priorities in service delivery. We look forward to starting in 2023 on 3.5 to implement an operational response model to maximise retained availability in strategic geographical areas aligned to community risk.



Strategic Priority 4 Have a safe and valued workforce

Our People

Our people are our greatest asset and they are at the heart of what we do. They always show their adaptability and willingness to go the extra mile for our residents. During 2022 the service introduced our People Service Plan to support Strategic Priority 4 within our CRMP, to 'Have a safe and valued workforce'. Our aim is to empower and support our people to be the best they can be, to deliver to the highest standards when serving our communities and to uphold the values of our fire and rescue service.

We want the service to continue to be a great place to work and to help our workforce become more resilient and diverse. We are continuously working to improve the culture of our service and in the way we work, and we will explore the progress we have made over the last year through various lenses below. We continue to make every effort to protect and grow the culture of teamwork and inclusivity whilst developing more agile ways of working.



Without doubt, there will be other external factors which will influence the work the service does. Through effective workforce planning, WSFRS will ensure it has the skills and capacity needed to be able to adapt to unknown factors and to be a high performing fire and rescue service.

Health and wellbeing

We recognise that health and wellbeing is not an optional extra. Supporting our staff to be physically and mentally healthy not only forms part of our legal responsibilities, and makes good organisational sense, but most importantly, it is the right thing to do for our people who are working tirelessly to protect our communities.



We offer a range of services to support all employees to maintain healthy lifestyles. These include access to a comprehensive occupational health service, Employee Assistance Programme, close working with The Fire Fighters Charity, health and wellbeing roadshows, and Champion Health, a personalised, proactive health and wellbeing platform.

We have a network of Wellbeing Champions who are all volunteers from throughout the service and play a vital part in our wellbeing approach. We have also trained a group of staff as mental health first aiders, to ensure they can work alongside the wellbeing champions in supporting our workforce.

In the past year, we have also reviewed and relaunched the work of our team who support firefighters after being involved in a traumatic incident. All of the Trauma Support team are trained in Trauma Incident Management (TRiM) as practitioners.

We have also updated our procedures, policy and process on fitness that requires operational firefighters to undergo annual fitness testing. Fitness testing results are monitored by the Strategic Performance Board and remain consistently high.

Equality, diversity and inclusion

Our ambition is for our workforce to be more representative of the diverse communities we serve within West Sussex. We are passionate in our belief that a diverse workforce will enable us to deliver a better service and make West Sussex even safer. We have therefore committed ourselves to wide-ranging positive action initiatives, aiming to attract candidates from diverse groups to join and stay with our service. We hope this will better equip us to meet the specific needs of the communities we serve.



The Public Sector Equality Duty set out in the [Equality Act 2010](#) requires public bodies to consider all individuals when carrying out their day-to-day work but our vision is that everyone representing the service will be an ambassador of equality, diversity and inclusion.

As part of our People Strategy we will focus on promoting equality, diversity and inclusion, understanding our communities' requirements through our Local Risk Management Plans, and delivering high quality and inclusive services. Throughout all of this we want to foster a positive, inclusive and diverse culture.

In the past year we have done this through creating bitesize guides created for all colleagues to understand what inclusivity means for specific groups. People Impact Assessments are now conducted for all internal governance papers, to ensure equality, diversity and inclusion is considered in all projects.

A 'Core Behaviour Standards and Expectations Framework' has been implemented across the service, which aligns both the WSCC's values, and the NFCC Code of Ethics. Equality, diversity and inclusion are both at the heart of every behaviour standard as well as being an explicitly stated standard with expectations detailed accordingly. And our Diversity Champions group and Diversity & Inclusion Steering Board remain key to our success in driving the inclusion agenda.

Leadership and development

We want our service to be a professional and well-led organisation, exemplifying the Fire and Rescue Service Core Code of Ethics. The development of outstanding leadership skills, knowledge and capacity across all levels and teams has been supported in the past year by our new Leadership & Culture Programme, which has our Code of Ethics woven throughout.

Learning at all levels is supported by programmes of coaching, mentoring, and development centres, and underpinned by opportunities of shadowing, performance conversations, secondments, training and e-learning.

In the past year, we have also introduced a 'Development & Training Steering Group' to focus on the span of development activity across the Service, and how we are achieving our actions and activities which specifically relate to our people.



Operational Training

As defined in the Fire & Rescue Services Act 2004, Fire & Rescue Authorities have the duty to secure the provision of training for personnel, this is in relation to fighting fires, road traffic collisions (RTCs) and emergencies other than fires and road traffic collisions.

All new firefighters attend basic training which is broken down into modules and each module is assessed. In the past year, we have run two new wholetime recruits courses, four new retained recruits courses, and one retained to wholetime migration process. This amounts to 43 new firefighters joining our service.

All front-line operational staff, inclusive of new starters, attend regular station/watch planned training in order to maintain their operational abilities and competence. This training is carried out / overseen by supervisory managers and recorded on the Firewatch system.

We have a highly operationally competent and safe workforce and ensure this remains the case as every front-line operational colleague attends centrally planned refresher training in order to support their local maintenance programme. Operational Training publish an Annual Training plan on the 1 October each year which includes all the courses for the following calendar year. In order to comply with the elements of Fighting Fires and RTC's the Service provide training in:

- Breathing Apparatus and Fire Behaviour (BA & FBT)
- Incident Command (IC)
- Blue Light Driving (ERD)
- Road Traffic Collision (RTC)
- Firefighter Core Skills



In relation to Emergencies other than fires and RTCs, our Operational Training Plan identifies emergency special services to include flooding and water rescue incidents, animal assistance incidents, hazardous materials/spills, and immediate emergency care.

In the past year, we have also developed a wider provision of accredited qualifications and learning programmes as a nationally accredited centre of Skills for Justice Awards. Our courses now accredited include the firefighter development programme, breathing apparatus and breathing apparatus instructors, road traffic collision instructors, and aerial ladder platform.

The Operational Training Team ensure all training delivered is National Operational Guidance (NOG) compliant, has the Joint Emergency Service Interoperability Programme (JESIP) principles woven throughout and adheres to the appropriate Fire Standards and relevant legislation. We align with our 3F Partners (East Sussex and Surrey FRSs) for incident command, operational training and development, command support standards, and associated equipment.

Our move to the new Horsham Training Centre provides an opportunity to further enhance our refresher training programme, which we have been planning this year and will implement within 2023-24.



Strategic Priority 5 Making best use of resources

This year has seen a focus on three key areas linked to the strategic priorities which are detailed below

5.1 & 5.2 Develop and deliver an Estates Improvement Plan and improve the layout of our buildings to support equality and diversity

Our staff are at the heart of our service and we are committed to providing a professional, modern and inclusive working environment. Investing in our training facilities and fire stations will enable us to provide high quality Prevention, Protection and Service Delivery services to all the communities we serve. This work will engender a strong sense of professionalism and purpose, enabling our staff to be the best they can be whilst providing a first-class service to our communities

2022/23 has seen us deliver a new state of the art Training Centre and Fire Station in Horsham.

This new sector leading facility is a significant step forward for the service ensuring we continue to meet the needs, demands and risks of our communities and staff. It incorporates best practice features in equality, diversity and inclusion, firefighters' health and wellbeing and includes cutting edge renewable technology.

This year has also seen us start a phased programme of improvement works across all our fire stations. This project aims to improve welfare facilities and the health and safety of our firefighters. This work will also support the Councils objectives for heat decarbonisation across West Sussex and as well as supporting smarter ways of working. We will promote equality and inclusion throughout our facilities to ensure staff and communities have equal access and opportunity regardless of their role, age, ethnic background, religious beliefs, gender or sexual orientation.



This project will also help us open up our fire stations to the communities they serve through shared spaces, enabling us to fully integrate in our communities so we can truly represent them. As with everything we do, in improving our estates we will seek to identify opportunities to cost recovery and provide value for money to West Sussex residents.

5.3 We will continue to work to minimise any risk from contaminants to our firefighters

Recent research has suggested that there is a link between occupational exposure to the products that are found in fires and an elevated risk of cancer in firefighters. The study analysed more than 1000 samples from on-site contaminant testing of UK fire stations, surveyed more than 10,000 firefighters and analysed the range of decontamination practices implemented by fire and rescue services in the UK and around the world.

2022/23 saw WSFRS complete an initial project aimed at mitigating the risk from these contaminants to firefighters. This project introduced first aid decontamination wipes on all front-line fire appliances, piloted a new post fire decontamination procedure and introduced this new decontamination procedure service wide. It also set out an ambition to deliver a longer-term project to consider the wider implications of associated studies on contaminants.

We have now started this longer-term project which has an added focus on fire station facilities and design to ensure that our buildings support the health and wellbeing of our firefighters. It will aim to embed a new safer culture that tackles the existing service culture towards contaminants.

This new project, which will be delivered throughout 2023 and 2024, will:

- Continue to address these growing issues by remaining up to date with the latest research in this evolving area.
- Seek to develop processes which remove contamination at source and remove the risk and prevalence of cross contamination within our buildings and vehicles.
- Prioritise further enhancements to operational procedures and training to reduce risks to firefighters from contaminants
- Develop an ongoing contaminants strategy and supporting processes to steer the continuous improvement to reduce the immediate risk of contaminants to firefighters.
- Identify additional requirements for health screening of our firefighters to support the long-term health of everyone who works for WSFRS.



3.8 A risk-based review of our specialist capability and asset requirements

There are a range of potential incidents that, due to their location or complexity, require additional equipment for their resolution. These include fires where there is poor access, accidents involving heavy goods vehicles, aircraft and trains, fires that require a specialist media for extinguishing or fires distant from water supplies, undertaking work or rescues at height, confined space operations, wildfire, water and flood rescue, and hazardous material incidents.

To enable us to respond to this range of risks we have a range of specialist vehicles located across the county, they are:

- 11 four-wheel drive
- 1 four-wheel drive with Environment Agency equipment
- 2 water carriers
- 2 incident command support units
- 3 heavy rescue tenders
- 2 breathing apparatus support units
- 2 boats
- 1 Unimog specialist all-terrain multi-purpose vehicle
- 1 drone
- 1 high volume pump;
- 2 aerial ladder platform.



We have already invested in specialist equipment to allow us to deal with the full range of foreseeable incidents and will continue to upgrade these capabilities as new technology becomes available.



As part of our commitment to continue to provide the best services to the communities of West Sussex, we have started a risk-based review of our specialist capabilities to ensure that they are able to support firefighting activities and deal with a whole range of emergencies that may occur across West Sussex. Our review will look at the capabilities we require to keep our firefighters safe, as well as specialist rescue capabilities which are required for more technical incidents that may not involve fire.

This review is the most comprehensive review of its type ever undertaken by WSFRS and it will ensure that we are able to continue to provide the highest quality service now and, in the future, whatever it might hold. In making any changes it is important that the services we

provide are delivered in the most valuable way and that they meet the needs of the communities we serve.

Whilst we are always working to improve our service, many of us in WSFRS are working every day to deliver and support our frontline services. This includes our policy and National Operational Guidance Team who make sure that our existing policies are kept up to date and that we support our frontline service delivery with the latest National Operational Guidance and procedures for new and emerging risks, such as lithium-ion batteries.

Our Health and Safety Team have continued to deliver the highest standards to ensure that WSFRS is compliant with its duties under the Health and Safety at Work Act 1974. Using the Plan, Do, Check, Act approach the team has worked across the service and South-East regional partners to maintain the services duties towards employees and members of the public and continually remind colleagues of the duties they have to themselves and to each other by ensuring that all risk assessments remain up to date and more serious injuries are investigated and learnt from.

This year the Operational Assurance Team have been recognised 'Good' by HMICFRS and provides the organisation with the ability to assure itself that it has the right processes in place to effectively deal with all fire and rescue related risks and continually learn and improve. Our business continuity arrangements have continued to be tested throughout the year with the ongoing recovery from the COVID pandemic as well as the service preparing for the threat of industrial action.

2022/23 has seen WSFRS introduce several new approaches to help us understand risks in the county. These include the NFCC's Definition of Risk for Dwelling Fires which supports the service in targeting those that are most vulnerable to the risk of fire and the Dynamic Cover Tool. This is a real time system that tracks all of our fire engines against the risk across the county so that we know if there is a requirement to move any of our fire engines to maintain optimal fire cover.

We have also updated our strategic assessment of risk which is a high-level document which supports our CRMP and enables us to prioritise our resources based on risk.

Future Improvements

The new Fire and Rescue Service Training Centre and fire station in Horsham is a significant step forward for the service ensuring we continue to meet the needs, demands and risks of our communities and staff. The sector is continuously learning from incidents such as the Grenfell Tower tragedy highlighting new and emerging hazards which we, as a service, must be able to adapt and respond to.

Developing this new centre will allow us to do that by:

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



- Reducing carbon emissions through energy efficient buildings and renewable energy sources; and
- Keeping firefighters safer by enhancing training and managing exposure to contaminants through zoned areas.

Construction is nearing completion and the project is on track for the Service to begin both training and frontline firefighting operations in 2023.



PREVENTION



PROTECTION



RESPONSE



PEOPLE

Appendix A Service Performance and Assurance Framework– Core Measures over last 3 years

CM #	Measure	Tolerance / Targets	20-21	21-22	22-23
CM1	Number of accidental dwelling fires in West Sussex over a year period	<381 green 381-398 amber >398 red	387	363 	338
CM2	Number of fire deaths in accidental dwelling fires in West Sussex over a year period	0 green 1-3 amber >3 Red	4	1 	3
CM3	Number of fire casualties in accidental dwelling fires in West Sussex over a year period	<20 green 20 – 30 amber >30 red	18	14 	14
CM4	Number of deliberate primary fires in West Sussex over a year period	<180 green 180 - 199 amber 200+ red	157	134 	160
CM5	Number of deliberate secondary fires in West Sussex over a year period	< 350 green 351 - 375 amber >375 red	257	246 	299
CM6	Percentage of safeguarding referrals made within 24 hours of discovery	100% green <100% red	100%	96% 	98%
CM7	Number of Safe and Well Visits delivered to households with at least 1 vulnerability or risk factor	4000 green 3999 - 3500 amber <3500 red	2998	3355 	4680
CM8	Percentage of very high risk Safe and Well referrals contacted within 1 working day	100% green <100% red	31.1%	98.8% 	100%

CM9	Percentage of high risk Safe and Well Visit referrals contacted within 7 working days	100% green >98% amber <98% red	93.9%	99.4% 	99.8%
CM10	Number of FSO regulated buildings having received an audit in each financial year	green 1000 850-999 amber <850 red	317	841 	1004
CM11	Percentage of unsatisfactory fire safety audits	>50% green 30%-50% amber <30% red	23%	39.5% 	28.6%
CM12	Percentage of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005	>75% green <75% red	100%	100% 	100%
CM13	Percentage of statutory fire safety consultations completed within the 14-day time period	100% green <100% red	94.3%	99.5% 	100%
CM14	The number of unwanted fire signals attended in West Sussex over a year period	Reduction on previous year of: >10% green 10% - 2% amber <2% red	1476	1601 	1305
CM15	Percentage of SSRIs that are currently in date (high risk last 12 months, medium risk last 36 months)	>90% green 60% - 90% amber <60% red	Not measured	98.5% 	99.3%
CM16	Percentage of emergency calls answered within 10 seconds by Joint Fire Control	>98% green 95% - 98% amber <95% red	94.2%	94.6% 	95.4%
CM17	Percentage of mobilisations within 2 minutes by Joint Fire Control	>98% green 95% - 98% amber <95% red	84.3%	87.5% 	89.2%

CM18	Percentage of notifications of a level 2 Incident Commander to life risk calls within 5 minutes by Joint Fire Control	>98% green 95% - 98% amber <95% red	98.40%	98.90% 	100%
CM19	Percentage of occasions the first fire engine meets its emergency response standard at a critical fire incident.	>89% green <89% red	90.2%	88.9% 	89.1%
CM20	Percentage of occasions the second fire engine arrives at a critical fire incident within its emergency response standard.	>83% green <83% red	78.8%	79.5% 	84.2%
CM21	Percentage of occasions the first fire engine meets its emergency response standard at a critical special service incident.	>80% green <80% red	80.1%	78.7% 	81.3%
CM22	Percentage of availability on all wholetime frontline pumping appliances	100% green 95% - 99% amber <95% red	99.9%	98.8% 	97.6%
CM23	Percentage of availability on all retained frontline pumping appliances (based on 24/7 crewing)	75% green 65% - 75% amber <65% red	69.3%	53.8% 	48.6%
CM24	Percentage of all FRS survey respondents satisfied with the overall service from WSFRS	95% green 85% - 95% amber <85% red	Not measured	97.8% 	98%
CM25	Percentage of staff who are not sick across all staff groups	95% green 90% - 95% amber <90% red	97.8%	96.5% 	96.8%
CM26	Percentage of eligible operational staff successfully completing fitness test	95% green 85% - 95% amber <85% red	86.2%	89.8% 	94.7%

CM27	Percentage of eligible operational staff in qualification	>95% green 85% - 95% amber <85% red	91.7%	90.3% 	91.9%
CM28	Percentage of RIDDOR accidents that are investigated and reported on time	100% green <100% red	100%	86.4% 	85.7%
CM29	Percentage of Health and Safety Risk assessments within date	100% green >95% amber <95% red	Not measured	99.7%	100%

Note that the target for CM10: Number of fire safety audits was reduced from 1750 to 1000 part way through the year

Appendix B – Framework Requirements

WSFRS operates as part of WSCC, which sets a clear framework for the work the service does. The key documents relating to this area are the West Sussex Plan - which sets out how the county council plans to shape its services for the next five years supported by the corporate services including how the county council spends your money.

WSFRS also operates under broader corporate policies on:

- Fraud & Corruption Policy
- Equality & Inclusion Policy
- Pay Policy

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

The National Fire and Rescue Service Framework for England 2018 Under section 21 of the Fire and Rescue Services Act 2004 (the 2004 Act), the Secretary of State must prepare a [Fire and Rescue National Framework](#).

The Framework:

- a) Must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions.
- b) May contain guidance to fire and rescue authorities in connection with the discharge of any of their functions.

c) May contain any other matter relating to fire and rescue authorities or their functions that the Secretary of State considers appropriate.

Fire and Rescue Services Act 2004 This Act came into effect on 1 October 2004.

It clarifies the duties and powers of fire authorities to:

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- Deal with other specific emergencies, such as flooding or a terrorist attack
- Respond to the needs of our communities and the risks they face.

Fire and Rescue Service (Emergencies) (England) Order 2007 -The Fire and Rescue Service Emergencies (England) Order 2007 outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities. The duty requires authorities, where provision of resources has been made by central government, to respond to incidents, both within and outside the authority area, involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR). 40 The Order complements the National Mutual Assistance Protocol, to which this Authority is a signatory. This requires fire authorities to make a reasonable response to requests for assistance in relation to any large-scale emergency outside their area.

The Regulatory Reform (Fire Safety) Order 2005 -This Order is a statutory instrument, applicable only in

England and Wales, which places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire. It became law on 1st October 2006.

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

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

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

1. It places a duty on the emergency services, Police, Fire and Ambulance, to collaborate, when there is a proven benefit to operational effectiveness or efficiency.

2. It established an independent inspectorate for the Fire and Rescue Service, the HMICFRS

3. It enables transfer of Fire and Rescue Authority (FRA) duties to Police and Crime Commissioners (PCCs) where a case for change is made. Further legislation which applies to the Fire Authority can be found within our CRMP.

Contact us in an emergency you should always dial 999.

To find out more on West Sussex Fire & Rescue Service please follow the link to our website:

<https://www.westsussex.gov.uk/fire> Your views and comments on this Statement of Assurance are very welcome.

If you have feedback or any questions, please get in touch with us.

By email: wsfrs@westsussex.gov.uk

By telephone: 01243 777100

Or write to us at: West Sussex Fire & Rescue Service Headquarters, County Hall, Chichester, PO19 1RQ

**Key decision: No
Unrestricted
Ref: CAB03 (23/24)**

Report to Cabinet

20 June 2023

Review and Appointment to Outside Bodies

Report by Director of Law and Assurance

Electoral division(s): All

Summary

Outside bodies are external organisations which have requested that the County Council appoints an elected member or a representative to them or to which the Council expects to make appointments.

Recommendation

Cabinet is asked to approve:

- (1) the removal of the Shadow Sussex Integrated Care System Partnership Forum from the Outside Bodies List, following establishment of the Sussex Integrated Care System (ICS) through an Integrated Care Board (ICB) and the Health and Care Assembly.
- (2) The appointment of Cllr Greenway to the Bognor Regis Regeneration Board for the remainder of the Council term (to May 2025).

Proposal

1 Background and context

- 1.1 The Council maintains a list of outside bodies which have requested that the County Council appoints an elected member or a representative to them. Participation in outside bodies:
 - Contributes to the County Council's strategic functions, priorities or community leadership roles.
 - Supports partnership and joint working.
 - Enables councillors to gain and share knowledge and expertise
- 1.2 All Councillors are eligible to be appointed as representatives of the County Council on outside bodies. Political proportionality does not apply to the arrangements for making appointments to outside bodies. The decision maker can consider whether a person who is not an elected member may be more suited to act as the appointee of the County Council in any particular case. Councillors appointed to outside bodies must respond to all

reasonable requests for information about the work of the outside body and their participation in it.

- 1.3 The Council, through the Cabinet, needs to consider from time to time whether an outside body should be added to or removed from the list, a.

2 Proposal details

- 2.1 In July 2021, the Cabinet took a decision to add the Shadow Sussex Integrated Care System Partnership Forum ([Health and Social Care Integration CAB03 21/22](#)) to its list of Outside Bodies in order for the County Council to effectively discharge its role under proposals in the Health and Social Care Bill.
- 2.2 In July 2022, the Health and Care Act introduced new governance for the NHS nationally and locally, and changes to partnership arrangements to enable greater integration within the NHS and collaboration between the NHS and social care. The decision report: [Proposals for Integrated Care System Arrangements \(CAB01 22/23\)](#) set out the County Council's participation in these new arrangements through the establishment of an Integrated Care Board (ICB) and a Health and Care Assembly. Cabinet took the decision on 17 May 2022 to approve the addition of the Health and Care Assembly to its list of Outside Bodies, and the appointment of the Cabinet Member for Public Health and Wellbeing as the County Council's representative.
- 2.3 The Cabinet is asked to approve the removal of the Shadow Sussex Integrated Care System Partnership Forum following establishment of, and West Sussex County Council's formal involvement in the ICS through an Integrated Care Board and the Health and Care Assembly.
- 2.4 The Cabinet is responsible for making member appointments to outside bodies both collectively and individually within their portfolio areas. The Cabinet made appointments to the majority of Outside Bodies in June 2021, which included an appointment of Cllr Waight to the Bognor Regis Regeneration Board. In this report, the Cabinet is asked to confirm the appointment of Cllr Greenway to replace Cllr Waight on the Bognor Regis Regeneration Board for the remainder of the Council term (to May 2025).

3 Other options considered (and reasons for not proposing)

- 3.1 The Shadow Sussex Integrated Care System Partnership Forum is no longer operational and therefore no appointment to this former Outside Body is required. There are no implications arising for the County Council by its removal as it has been replaced by an ICB and the Health and Care Assembly to which the Council has made appropriate appointments.
- 3.2 The Cabinet may choose not to appoint to outside bodies but should consider whether there are any implications arising for the County Council by not making those appointments.

4 Consultation, engagement and advice

- 4.1 The Cabinet has been consulted on this review of outside bodies to ensure that the County Council continues to appoint to bodies that assist the County Council and are consistent with its priorities.

5 Finance

5.1 There are no financial or resource implications.

6 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
WSCC list of Outside Bodies is out of date	By frequent reviewing of the list of Outside Bodies and the requirement and effectiveness of those listed therein, the County Council holds an up to date and relevant record of member engagement with external organisations and partnerships.
Conflicting interests	All councillors appointed to an outside body must declare a personal interest in any business of the county council where it relates to a body to which they are appointed to by the county council.
Ineffectiveness in the role	Appointees should obtain key documents regulating the organisation - constitution or terms of reference - to ensure they are aware of what the body does and receive a briefing on it and their role within it

7 Policy alignment and compliance

7.1 There are no equality duty, social value, crime and disorder or human rights implications.

Tony Kershaw

Director of Law and Assurance

Contact Officer: Natalie Jones-Punch, Democratic Services Officer, 033022 25908, natalie.jones-punch@westsussex.gov.uk

Appendices

None

Background papers

None

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**Key decision: Not applicable
Unrestricted**

Report to Cabinet

20 June 2023

The Sussex Shared Delivery Plan: Improving Lives Together

Report by Chris Clark, Assistant Director (Health Integration)

1. Summary

- 1.1 Following support given by the West Sussex Health and Wellbeing Board, and approval with comments from West Sussex County Council's (WSCC) Cabinet, the Sussex Health and Care Assembly published its five-year Integrated Care Strategy '*Improving Lives Together*' in December 2022. Led by NHS Sussex, partnership work has since been undertaken to develop a draft plan to deliver the objectives of the NHS Operating Plan and the Integrated Care Strategy - the Sussex 'Shared Delivery Plan' (SDP).
- 1.2 The SDP includes detailed milestones and objectives to be delivered in year 1 (2023-24) and longer-term objectives for years 2-5 which will include improvement indicators and what residents should expect to experience differently. The development of a clear delivery plan with improvement measures and milestones was a key caveat to support and approval being given to the Integrated Care Strategy by the West Sussex Health and Wellbeing Board, and the Council's Cabinet.

2. Overview of the Sussex Shared Delivery Plan

- 2.1 The structure of the shared delivery plan is split into 4 sections which aim to address both the short-term and long-term transformation objectives of the Sussex Health and Care Partnership. Delivery areas 1-3 focus on *Immediate*, *Long-term* and *Continuous* system improvement priorities, and delivery area 4 has a deliberate focus on place.



- 2.2 Section 1 describes the journey of how this plan has been developed from the agreed Integrated Care Strategy, including the national and local drivers as well as the model of engagement. Sections 2-4 of the SDP now aim to clearly set out the year 1 priorities and the years-2-5 long-term objectives of each of the Delivery Areas. Milestones and key objectives are set out in tables, and there is a specific section for each which aims to describe the impact that residents should benefit from.
- 2.3 Section 5 of the Plan is a dedicated section to Places, where West Sussex, along with East Sussex and Brighton and Hove, demonstrates where the Joint Health and Wellbeing Strategy provides an additional local focus to delivering the SDP at Place, with shared place-based priorities for transformation.

3. West Sussex Place Shared Priorities

- 3.1 The agreed shared transformation priorities of the West Sussex Health and Care Partnership are:
 1. **Crawley Programme** – we will address health inequalities and improve health and care outcomes by tailoring health services and integrated community-lead support models in Crawley to meet the needs of the population with a focus on the most disadvantaged communities.
 2. **Bognor Diagnostic Academic Centre** – we will, in partnership with Chichester University, improve diagnostic access and develop education and training to support meeting the population health need, diagnostic needs and workforce needs.
 3. **Stroke Services and Cardiovascular Disease Prevention** – we will improve stroke services and the prevention offer in Coastal West Sussex to fully meet national standards and deliver improved outcomes.
 4. **Adults and Older People: Integrated Intermediate Care** - we want to help people 'live the life they want to lead', by remaining independent for as long as possible and maintaining a high quality of life.
 5. **Hospital Discharge** – we will develop our integrated health and social care hospital discharge model to ensure people who no longer need inpatient

care can go home or in a community setting (such as a care home) to continue recovery.

6. **Children and Young People Emotional Health and Well Being** - we will improve the support and interventions for children and young people (CYP) with autism and or mental health issues.
7. **Learning Disabilities, Mental Health and Neurodevelopmental Needs** - we will provide greater focus and support for those with a learning disability, mental health and neurodevelopmental needs, by reforming our children's and young people's neurodevelopmental diagnosis and care pathway, including social support. We are also reviewing how we commission services for people with learning disabilities or mental illness jointly between local government and the NHS to enable delivery of the outcomes and objectives we have set out in our Adult Social Care Strategy '*Living the Life you want to Lead*'.

- 3.2 The year 1 and the years 2-5 milestones and deliverables against each of these priorities are now set out in the tables under the West Sussex section of the SDP.

4. Updates to the Final Draft of the Shared Delivery Plan

- 4.1 A draft SDP was presented to the NHS Sussex Integrated Care Board (ICB) on 29 March 2023 and published online for feedback. NHS Sussex presented this draft, along with the additional material from the Place-based health and care plan to the West Sussex Health and Wellbeing Board on 27 April 2023. Feedback from members of the HWB was collated and submitted to NHS Sussex for consideration in the final version of the SDP. A copy of the collated feedback can be found in **Appendix B**.
- 4.2 The totality of the contributions has been edited into a framework previously agreed with Sussex health and care system partners and which has also been desk-top reviewed against NHS England mandated requirements. This final draft plan takes account of feedback from key stakeholders, including from the West Sussex Health and Wellbeing Board to enhance place-based section, including broader coverage of the Health and Wellbeing Board Strategies.
- 4.3 Material changes to the SDP following feedback from West Sussex are as follows:
 - Year 2- 5 deliverables endorsed by the System Leadership Forum on 13 April and have been added.
 - The introduction has been strengthened, including a descriptor about the link and inter-relationship with the NHS 2023/24 operational plan.
 - Some sections have been re-ordered and strengthened to improve narrative and flow, based on stakeholder feedback.
 - A section has been added to explain how each delivery area will collectively contribute to the totality of the ambition.
 - Narrative has been added for the mental health, learning disability and autism workstreams, emphasising the unique aspects of these and including the addition of benefit to local people.
 - A section on capital has been added to the finance and productivity workstream, and a benefit descriptor to local people included.

- A governance and leadership section has been added, to reflect the most current partnership conversations on governance and system form, including statement on requirement to develop an underpinning financial strategy and delivery plan.
 - Health inequality deliverables edited to improve narrative and readability.
 - Maternity and neonatal narrative, and reference to Foundations for Our Future, Children and Young Peoples' Emotional Health and Wellbeing strategy have been added.
 - Narrative added to Primary Care around patient satisfaction, virtual appointments, social prescribing, and vaccinations.
 - Strengthening of the link between the Health Inequalities workstream and Joint Health and Wellbeing Board Strategies.
 - Narrative regarding **role of Place** updated to reflect the importance of leadership at place.
 - Addition of milestone to Primary Care section regarding NHS App (per national plan)
 - Removal of children and young people from 'Other areas of focus' and now referenced from start, and throughout document including reference to the CYP Board.
 - More explicit reference to of role of carers.
 - There is now a specific reference to the critical role of housing.
- 4.4 The updated draft of the SDP has now been published by NHS Sussex and can be found in **Appendix A**. This version has now gone through final amendments and it is intended to be presented at the public Board Meeting of NHS Sussex on 5th July for sign-off. The plan will then be published and will enter a delivery and monitoring phase. The plan will be reviewed and refreshed on an annual basis, which will include place-based working.
- 4.5 In advance of the NHS Sussex Board Meeting on 5th July, the final draft of the SDP is being presented to West Sussex County Council to consider if the final version is satisfactory for the Council to agree to support the plan.

5. Assurance of Delivery

- 5.1 This is an ambitious plan with many improvement commitments made for both the short term and the longer term. The Integrated Care System has described a new programme delivery structure across Sussex that will be responsible for the delivery of much of the transformative change. However, it will be important to maintain visibility and assurance at Place to monitor the impact these changes have on our local population and communities.
- 5.2 To support this, the ICS is developing an outcomes framework to measure change and improvement against a set of indicators derived from the Integrated Care Strategy. This will require further development, to ensure there are appropriate improvement measures across all areas of the plan. Where there are areas of improvement described without indicator measures, these gaps will need to be addressed to ensure all transformation programmes are fully assured.

6. Requests of Cabinet Members/Next steps

- 6.1 Cabinet members are asked to provide their support and feedback so Cllr Lanzer can give his approval on behalf of West Sussex County Council for this final version of the Shared Delivery Plan to go forward to the public

meeting of the Sussex Health and Care Assembly for sign-off. In determining this, members may wish to consider the following question:

- *Are the County Council's shared interests of strategic population health and care objectives with the NHS suitably represented and captured within the SDP? (Taking into account the assurances and observations set out below)*

6.2 Assurances that the County Council may wish to consider in agreeing to support the Shared Delivery Plan are set out below:

- Whilst this is a shared plan, it does not alter or commit the way the County Council plans its use of resources, which remains sovereign to the Council and continues to be through the annual budget-setting cycle and the County Council Plan. As the SDP will be reviewed on an annual basis, this allows for a continued direction of travel towards a greater partnership approach to planning with the NHS, where the County Council is less of an engagement partner and more of a direct influencing partner in the continued development of plans over the course of the next five years.
- This is an opportunity for the County Council to emphasise the importance of providing local leadership across the three 'Places' of West Sussex, East Sussex and Brighton & Hove, and the importance for the whole system to remain committed to Prevention, as recommended by the Hewitt report.
- Any plan which aims to capture the interests and priorities for the whole of Sussex would not be able to sufficiently reflect the place-based priorities and deliverables at a detailed-enough level alone, and we should make best use of our Place-based plans to capture the necessary detail that truly reflects the shared health and care priorities of our local population
- Whilst this will always be a plan about health, led through partnership working with the NHS, it does now attempt to demonstrate a more balance health *and care* view of the world. In particular, the sections on Place and place-base priorities now acknowledge and reference our **Adult Social Care Strategy** 'living the life you want to lead', our **Childrens First** health priorities, and makes links to our **Joint Health and Wellbeing Strategy**, as well as the focussed priority of developing neighbourhoods to promote healthy living through an assets-based approach. It therefore may be considered that this plan suitably captures the shared health and care priorities that WSCC has with the NHS.

6.3 If the members determine that this question is satisfactorily met, then this plan will go forward for sign off with the support of West Sussex County Council.

Chris Clark

Assistant Director (Health Integration)

Contact – chris.clark@westsussex.gov.uk

Appendices:

Appendix A – The Sussex Shared Delivery Plan (Final Drafting)

Appendix B – Collated feedback on first SDP draft from members of the West Sussex Health and Wellbeing Board

Background Documents:

The Sussex Health and Care Partnership Integrated Care Strategy: [Improving Lives Together](#)

Improving Lives Together

Ambition to Reality: Our Shared Delivery Plan

Improving Lives Together

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SECTION 1

Making our ambition a reality

Our ambition

Our ambition is to improve the lives of everyone living across Sussex now and in the future. We want local people to thrive to be the best they can be; to be healthier and feel supported; and have the best possible services available to them when and where they need them.

Our Integrated Care Strategy, [Improving Lives Together](#), represents this ambition and sets out the agreed long-term improvement priorities we will be focusing on across health and care in Sussex that will bring the greatest benefits to local people and our workforce.

We know that currently people across Sussex are not always getting the support and care they need to live the healthiest life possible.

Our [Case for Change](#) outlines the issues we face as a health and care system and why health and care services are not always able to meet the needs of our population. This includes [population factors](#) such as our growing and ageing population that means more people need more care more often; the wider determinants of health, such as the social and economic environment our local communities are living within; and people's lifestyles. There is also the lasting impact the Covid-19 pandemic has had on both services and health, and the current cost of living crisis that is negatively affecting people's health and wellbeing.

We also have long-standing health inequalities, with communities and groups of people having worse health than other people because of who they are or where they live, particularly those who are most disadvantaged.

In addition, [individuals, communities and our workforce have told us](#) that people are not always getting what they need, when they need it due to difficulties accessing services, support and information, and the disjointed and confusing way the 'system' works.

A lot of work has already taken place across health and care over recent years to improve the support, care, and treatment available, and the timeliness of how people access services, and progress has been made that has brought benefits to local people. However, we recognise this has not always gone far enough in many areas and a lot of the issues we face can only be resolved through a more ambitious approach.

Improving Lives Together represents that ambition and has four aims:

- To improve health and health outcomes for local people and communities, especially those who are most disadvantaged.
- To tackle the health inequalities we have.
- To work better and smarter to get the most value out of the funding we have.
- To do more to support our communities to develop socially and economically.

We will do this through organisations working closer together and differently with and within our communities to support people through each stage of their lives. We want to:

- **Help local people start their lives well** by doing more to support and protect children, young people, and their families.
- **Help local people to live their lives well** by doing more to support people to stay well and to look after their own health and wellbeing.
- **Help local people to age well** by doing more to support older people to live independently for longer.
- **Help local people get the treatment, care, and support they need** when they do become ill by doing more to get them to the right service the first time.
- **Help our staff to do the best job they can** in the best possible working environment by doing more to support their own health and wellbeing and to promote opportunities which ensure people want to work in health and care services.

We want to achieve our ambition over the next five years and beyond and recognise that we will not be able to do everything at once, with some things taking longer than others to get up and running. So we need to be focused on what we can do and when. We also need to do it in a realistic way, using the money, workforce, and facilities we have available as a health and care system.

By working together across all system partners, and with local people and communities, we now have an opportunity to combine our collective energy, resource, and expertise to make our ambition a reality.

This Shared Delivery Plan sets out how we will do this over the next five years.

Our Shared Delivery Plan

Our Shared Delivery Plan brings together into one place the strategic, operational and partnership work that will take place across our system to improve health and care for our population over both the short and long term. It reflects and responds to national policy and guidance and aims to provide one single vehicle for delivery and focus for our system. It incorporates four delivery areas:

Delivery Area 1: Long-term improvement priorities [Section 2]

We will be building on work that is already taking place and taking new actions to progress the long-term improvement priorities that have been agreed across our health and care system. These are:

- A new joined-up community approach, through the development of Integrated Community Teams;
- Growing and developing our workforce;
- Improving our use of digital technology and information.

Delivery Area 2: Immediate improvement priorities [Section 3]

We recognise there are immediate improvements that need to be made to health and care services. Our health and care system is continually extremely challenged, due to high numbers of people needing support and care from services, and this means not everyone is always getting the right care, at the right time and in the right place for their needs. This has had an impact on some people's experience of services and their outcomes and has put intense pressure on our hard-working workforce.

A lot of work is taking place to give people better access to, and experience of, services and these are set out in our 2023-24 Operational Plan. From this plan, we are giving specific focus to four areas that need the most improvement:

- Increasing access to, and reducing variability in, Primary Care;
- Improving response times to 999 calls and reducing A&E waiting times;
- Reducing diagnostic and planned care waiting lists;
- Accelerating patient flow through, and discharge from, hospitals.

Delivery Area 3: Continuous Improvement Areas [Section 4]

To bring about the improvements we want to make to achieve our ambition, there are four key areas that need continuous focus and improvement:

- Addressing health inequalities that exist across our population to achieve greater equity in the experience, access, and outcomes of our population. This is a 'golden thread' running through the delivery of all the actions we are taking, and we also have a specific system-wide focus to help bring about short and long-term change.
- Addressing the mental health, learning disabilities and autism service improvements that we need to make across our system.

- Strong clinical leadership is crucial to enable us to make improvements to both health and care services and the health outcomes of local people.
- Getting the best use of the finances available. We will need to get the most out of the money we have available to invest in services and make sure we are working in the most effective and efficient way.

Delivery Area 4: Health and Wellbeing Strategies and Place-based Partnerships [Section 5]

Improving Lives Together is built on the Health and Wellbeing Strategies across our three ‘places’ of Brighton and Hove, East Sussex, and West Sussex. These set out the local priority areas of work taking place to best meet the needs of our diverse populations. Health and care organisations are working together to deliver these strategies, as well as the long-term, immediate, and continuous improvements that need to be made to achieve our ambition.

Figure 1: Overview of our Shared Delivery Plan



Alongside the four delivery areas, we have other areas of focus [Section 6] that will be part of, and cut across, all the work we do. This includes a focus on prevention, climate change commitments, supporting social and economic development, maternity and neonatal care, safeguarding and quality of services.

To support the delivery of our Shared Delivery Plan, our statutory organisations responsible for health and care will work together in a new way across four different levels – System level, NHS provider level, Place level, and Local Community Level [Section 7].

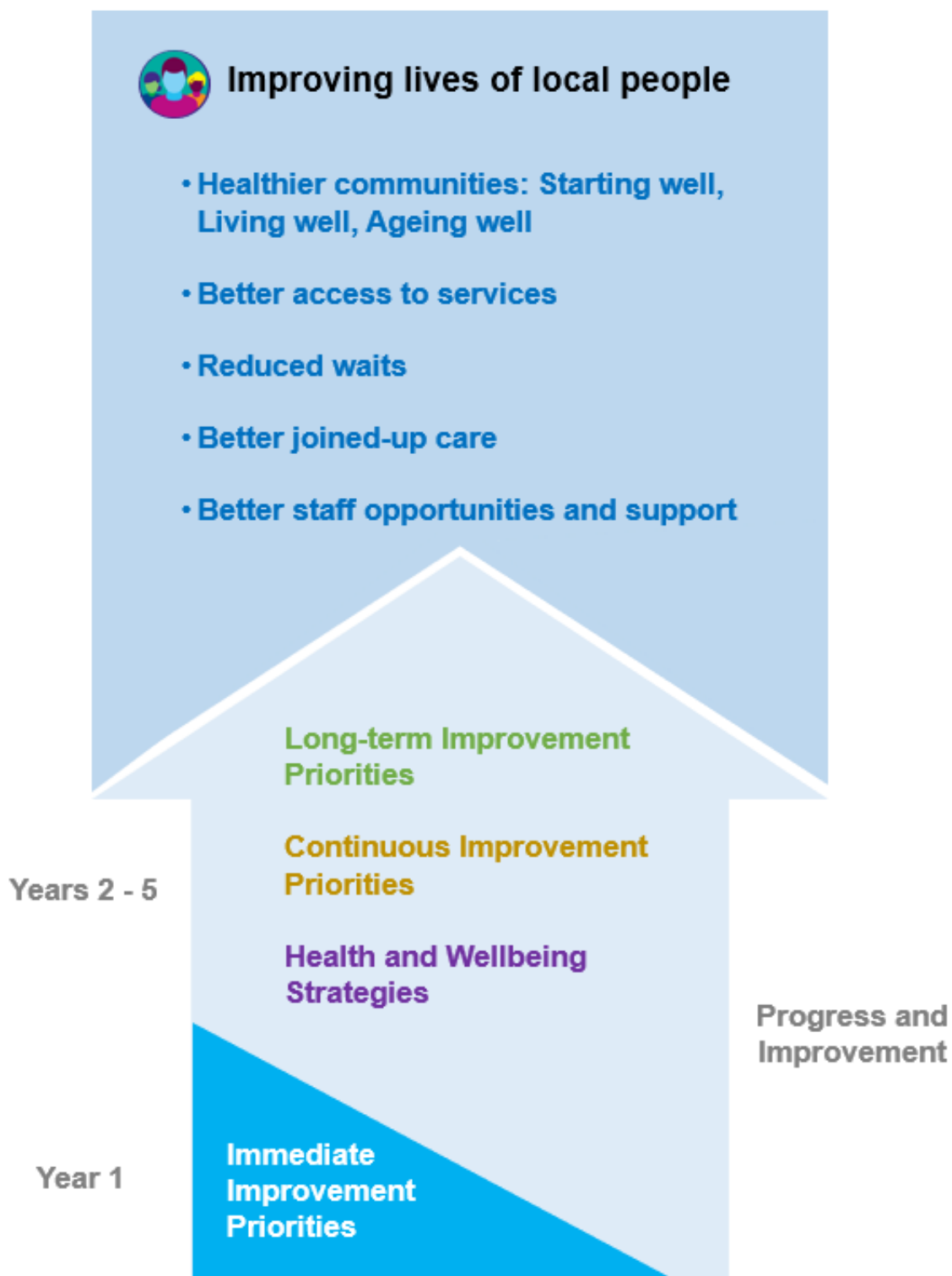
Each of the Long-term Improvement Priorities (Delivery Area 1), Immediate Improvement Priorities (Delivery Area 2) and Continuous Improvement Areas (Delivery Area 3) will be led by a Delivery Board, chaired by a system Chief Executive Officer, and they will have a workstream that will be resourced from across system partners. The work of these Boards and workstreams will be overseen by a System Oversight Board Chaired by the Chief Executive Officer of NHS Sussex. The Boards will address the needs of the whole population of Sussex. To ensure we deliver the focus we are committed to on the needs of children and young people, the system Children and Young People Board will contribute to and advise the work of each of the Delivery Boards to ensure that those needs are addressed.

How improvements will be made

The four delivery areas are not mutually exclusive; they support and interrelate with each other with the collective aim of making improvements over the next five years.

The actions taken across our Immediate Improvement Priorities (Delivery Area 2) aim to address issues that can be resolved in the short-term this year and make changes that give people better access to services and reduce waiting times. These will be supported and built on both this year and over the next five years across the Long-term Improvement Priorities (Delivery Area 1), the Continuous Improvement Areas (Delivery Area 3) and the actions in our Health and Wellbeing Strategies (Delivery Area 4) to address some of the deep-rooted and long-standing issues we face. Collectively, this will support longer-term improvement, change and transformation to the way services are delivered, the way organisations are organised and run and the health and wellbeing of local people.

Figure 2: Each of our Delivery Areas combine to make improvements for local people.



SECTION 2

Delivery Area 1: Long-term Improvement Priorities

Achieving our ambition is centred on three agreed long-term priorities – a new joined-up communities approach through Integrated Community Teams; growing and developing our workforce; and improving our use of digital technology and information.



Integrated Community Teams

Over the next five years we will be integrating health, social care, and health-related services across local communities in a way that best meets the needs of the local population, improves quality, and reduces inequalities. This will involve us working with local people to build on what works best already, and to create a multi-disciplinary workforce, tailored to the health and care needs of the community. We will do this by developing **Integrated Community Teams**, that are made up of professionals working together across different organisations with local communities, individuals, and their carers. This will involve integration across Primary Care, community, mental health, local authority partners, voluntary, community and social enterprise organisations and other local partners.

We will develop a **'core offer'** that each Integrated Community Team delivers to everyone, in addition to the individual support and services available to meet the specific needs of different communities. This new service model will be enabled by the delivery of our digital and workforce priorities, meaning our workforce has more time for direct care and to focus on population health management, prevention, and community engagement.

Our Integrated Community Teams will have specific focus on addressing health inequalities, taking preventative and proactive action, and working with local partners that support the wider determinants of health, including housing.

The initial work to progress this priority will build on what is already detailed in our respective Health and Wellbeing Strategies and test new ways of working through innovative programmes in each of our three places – Brighton and Hove, East Sussex, and West Sussex. The learning from these **'Integrated Community Frontrunners'** will be used to shape and inform roll-out of the Integrated Community Team model across our system.

Our Integrated Community Frontrunners

We have selected three programmes at each of our respective Places to be our Integrated Community Frontrunners. These will be tests of change for our new ways of working and our approach to clinical leadership, multi-disciplinary working, the way we use technology and data, and how we will work with local communities to better meet their needs.

Brighton and Hove frontrunner

Across Brighton and Hove, we are working to improve and join-up services to better support people with multiple compound needs and their carers. These are among the most marginalised and vulnerable members of society and face significant health inequalities. There is a 34-year life expectancy gap for people with multiple compound need compared to the general population and they are likely to be living in the most deprived area and specifically Central and East of Brighton.



The aim is for multidisciplinary teams to be working together to better co-ordinate services that are preventative, proactive, responsive, and empowering; enabling individuals to maximise control over their lives. Team members will pool their skills, professional experience, and knowledge to provide a rounded response to the people they are supporting.

The proof of concept started in November 2022 and is benefitting from an independently-led evaluation, monitoring, and learning framework that enables the model to be flexed through an action learning approach. By April 2024, it is planned there will be a reported improvement in the baseline performance metrics for the identified cohort.

East Sussex frontrunner

Hastings has some of the most deprived wards in the country and partners across health and care are currently working with community and voluntary organisations and local people to design and develop services and support in the future. The focus of the initial testing and development phase of the new model is to enhance and integrate our joined-up offer of health, care and wellbeing in communities and neighbourhoods. There are many existing projects and funding streams focussed on reducing the gap in health inequalities, including the gap in life expectancy and the needs of specific groups within this. The programme is intended to build on this to establish a framework for planning and delivering joined-up health, care, and wellbeing services to bring about the most benefit for the local population.

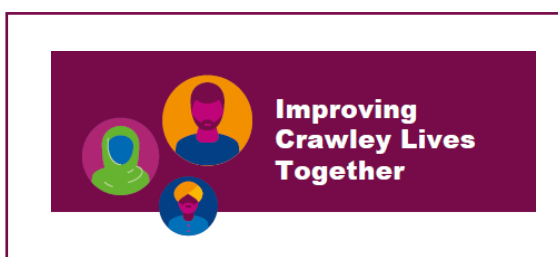


A project called ‘Universal Healthcare’ has been underway since June 2022 with a number of community engagement workshops taking place to understand the needs of local people and help shape how they can be better supported in the long-term.

Throughout year one, we will be co-designing a proof of concept and identify early ‘quick wins’ that can be implemented immediately. By April 2024, we will have an evaluation to support further delivery and improvement and a plan in place to roll-out the approach across other areas of East Sussex.

West Sussex frontrunner

Crawley is one of the most culturally diverse communities in West Sussex and has significant pockets of deprivation where people have poorer health outcomes than other areas of the county.



We have been running a programme of work since 2021 that is an innovative approach to tackling health inequalities and poor outcomes at a borough level. Its aim is to tailor health services and service models to meet the needs of the population with a focus on the most disadvantaged communities.

Phase One of the programme set out to understand what health service developments were required to address health inequalities and improve poor outcomes. We took a local approach to looking at the needs of the population and engaged with local people to understand what barriers they are facing, and what is a priority to help support their health and wellbeing. A range of service developments are being undertaken to ensure they can meet the needs of the local communities.

By April 2024, we will have developed key service business cases and plans and developed the estates strategic outline case.

The actions we are taking this year (2023-24) to progress Integrated Community Teams are:

What we will do	What we will achieve	When
We will define our Integrated Community Teams across Sussex.	We will have a clear footprint for Integrated Community Teams informed by our Joint Strategic Needs Assessments, Health and Wellbeing Strategies, and local population data and insights.	June 2023
We will have data and information in place to support our Integrated Community Teams.	We will be able to measure outcomes that have been agreed at a local level, using a consistent outcomes framework which can be used at a local level and be shared across the Sussex system.	December 2023

We will agree our core offer for communities.	We will define and agree the health and care needs, outcomes and 'core offer' that each Integrated Community Team will deliver to its population.	March 2024
We will test and refine our new ways of working through our three Integrated Community Frontrunners.	We will have learning documented to inform further roll-outs and our approach to clinical leadership, workforce and the use of technology and data.	March 2024

The actions we will take over years 2-5 to deliver Integrated Community Teams are:

What we will do	What we will achieve	When
We will undertake a stocktake and evaluation of year one.	We will understand what is important to local communities, supported by data, and a proposal for the new ways of working.	April 2024
We will further test and refine our new ways of working through our Integrated Community Frontrunners	We will have learning documented to inform further roll-outs and our approach to clinical leadership, workforce and the use of technology and data.	March 2025
Implement a continuous improvement and evaluation approach to improve and refine the way we deliver services within different local footprints.	We will have a continuous learning and improvement approach for Sussex Integrated Community Teams.	March 2027
Rolling out our Integrated Community Team model across Sussex in a series of agreed 'waves'.	We will have a sequential roll-out of Integrated Community teams across Sussex. We will see a steady improvement in patient access, more services delivered locally within different communities, improving patient experience, satisfaction, and outcomes.	March 2027





Difference this will make to local people and how it will be measured

Difference for local people	How it will be measured
<p>Seamless delivery of Proactive Personalised Care.</p>	<p>Reduction in avoidable admissions and increased system capacity and resilience.</p> <p>Patient, carers and stakeholder feedback, qualitative and quantitative datasets, measuring patient journey through the lens of individual patients.</p> <p>Access, waiting time, experience, carer registration and outcome data.</p> <p>Service delivery and efficiency standards.</p>
<p>Tangible reduction in health inequalities, through a focus on prevention and addressing root causes of ill health.</p>	<p>Population Health Management - metrics to be defined to suit local need.</p>
<p>Increased provider resilience with significantly improved collaboration across different organisation boundaries within a patient pathway.</p>	<p>Staff survey results.</p> <p>Workforce evaluation and feedback.</p> <p>Reduced staff turnover.</p> <p>Patient satisfaction surveys.</p>
<p>Increased job satisfaction, career progression and resilience for our workforce.</p>	<p>Workforce evaluation and feedback.</p> <p>Reduced staff turnover.</p>



Growing and developing our workforce

We want to support our staff and volunteers to do the best job they can by growing and developing our workforce. The number of people working in health and care has grown and we need to carry on increasing staff numbers but recruiting more is not the only answer. We need to also get the best out of the staff we already have. There are five objectives we want to achieve:

- Developing a ‘one team’ approach across health and care so they can work together and across different areas to help local people get the support and care they need.
- We want to support staff to develop new skills and expand the skills they have to allow them to work across different disciplines and areas. We also want to help staff to have more opportunities to progress in their careers.
- We want to create a more inclusive working environment that recognises diversity and has a workforce that better represents the population they care for.
- We want to encourage, and make it easier for, more young people, students, and people who have never considered a career in health and care, to work with us.
- We want to create a culture where people feel valued and supported to develop their skills and expertise. We want to take a ‘lifelong learning’ approach where people never stop developing their skills throughout their career.

The actions we are taking this year (2023-24) to better grow and develop our workforce are:

What we will do	What we will achieve	When
We will launch an innovative guaranteed employment scheme, in conjunction with Brighton University and Sussex Partnership NHS Foundation Trust (SPFT).	We will have supported SPFT to achieve an agreed reduction (subject to operational plan) in their registered mental health nurse vacancy rate.	June 2023
We will develop a People Plan with a delivery roadmap for Years 2 to 5. Our approach to ensuring an inclusive culture will be informed by our Workforce Race Equality Standard and Workforce Disability Equality Standard and gender pay gap data.	We will agree one approach to workforce across our system and how this will be implemented.	September 2023

We will agree the model for a single workforce support package across the system.	We will have an agreed single workforce support package in place.	December 2023
We will identify initial communities to test our one workforce approach.	We will begin to roll-out our one workforce approach.	March 2024

The actions we will take over years 2-5 to deliver our workforce aims are:

What we will do	What we will achieve	When
We will develop a digital training programme for Sussex.	Our staff will be better digitally trained.	March 2025
Based on the success of the SPFT and Guaranteed Employment model, we will adapt and adopt this process for an extended number of professions.	Guaranteed employment model will be adapted and adopted to create a pipeline of future workforce.	March 2025
We will review our Equality, Diversity, and Inclusion (EDI) offer across our system to strengthen our consistent approach in tackling inequalities, building on the success of our system Workforce Race Equality Strategy and Statement.	One approach to EDI support in place, taking account of individual organisations or professional context and needs.	March 2025
Build on the work to be undertaken in year one with our pilot Health Care Assistant collaborative bank and our South East regional collaborative with other systems.	Collaborative Bank process established.	March 2025
We will develop a workforce model for Integrated Community Teams.	Integrated Community Teams workforce model agreed.	March 2025
Start transition to new ways of working and provider form.	Colleagues can work in Integrated Community Teams with the same conditions, support inclusive of technology.	March 2026
Review transactional services.	Having a consistent approach to recruitment, payroll and Electronic Staff Record services.	April 2026 – March 2027



Difference this will make to local people and workforce and how it will be measured

Difference for our workforce and local people	How it will be measured
Improved working environment, opportunities, and development.	For all: Vacancy rates. Staff survey results. Retention rates. Workforce availability (inclusive of absence rates). EDI metrics such as WRES, WDES and Gender Pay. Temporary staffing usage Carer registrations among employees
Staff will connect better and form relationships with the community.	
Greater opportunities for people to work and have impact in the place they live, with flexible options.	
Better use of technology.	
Inclusive recruitment, with workforce that reflects its community.	
Opportunities for innovation and research.	



Improving the use of digital technology and information

We need to do much more to harness the potential for the use of digital technology and information. In doing so, we can improve access and join-up our services in a way that will fundamentally transform the experience for our local population and workforce.

We currently have too many disjointed systems, and data that is not shared and available at the point of need and we will be working with our communities and workforce to co-design and deliver long-term improvements.

For our Integrated Community Teams to succeed, we will need to ensure that information can be shared effectively across teams from multiple organisations, in a simple, timely way. We also need to simplify and democratise digital access to services for our population.

To do this, we will **Digitise**, **Connect**, and **Transform** our services.

- We need to **digitise** to put the right foundational technology, tools, leadership, and capability in place across our system, and in the hands of our population and workforce. We need to do this in a way that will improve and simplify access for all and reduce the variation we see that leads to inequality and digital exclusion impacting some people and communities more.
- We need to **connect** our population, partners and communities through digital and data services that enable them to play their part in tackling the challenges the system faces and in building trust in the data that informs care, population health management, research, and innovation.
- With the right digital and data foundations in place across our system, we need to then **transform** our services through co-design of more integrated ways of working within our Integrated Community Teams (via our Frontrunners), and across our system; use trusted data and insights to improve, innovate and explore new technologies.

People and communities will in future be able to choose high quality digital and data services, information, and technologies they have co-designed and can trust; information that supports them to live healthier lives; technologies to help manage their conditions and treatments; and services that communicate and plan with those involved in their treatment and care.

The actions we are taking this year (2023-24) to improve the use of digital technology and information are:

What we will do	What we will achieve	When
We will progress the work to digitise our services by evaluating our baseline position.	A system and provider digital maturity assessment will be completed and nationally benchmarked.	September 2023
We will agree a system-wide digital and data charter, setting out clear design principles and national benchmarking.	We will have 100% partners formally signed up to the charter.	September 2023
We will establish Digital Centres of Excellence in three providers to lead system improvements and innovation.	We will improve the quality and standard for infrastructure, data intelligence, and innovation across the system.	December 2023



We will map unwarranted variation of inequality of digital access within our population and create a plan to address it. We will establish a People's Panel for digital and data and embed our Digital Inclusion Framework.	We will establish where we have inequality of digital access within our population and better ensure a population-led design approach of digital and data services.	March 2024
We will agree a system-wide data, information, and insight strategy.	A strategy will be in place that will allow us to use data, information, and insight better.	March 2024
We will extend access and enrich services offered through the My Health and Care patient app (integrated with the NHS app).	We will have 65% of patients registered with the NHS App and 33% patients registered with My Health and Care.	March 2024
We will extend our digital service offering including virtual care technologies, care planning, self-referral, Primary Care accessibility and other capabilities	We will have an enhanced range of digital service provision and integration across the system.	March 2024

The actions we will take over years 2-5 to deliver improvements to the use of digital technology and information are:

What we will do	What we will achieve	When
Digitise: We will drive improvement across all partners of their digital maturity, cyber security and the commitments agreed in the digital and data charter. We will also work to embed strong digital inclusion practice and reduce unwarranted variation in access and equity of digital services.	Core Electronic Patient Records (EPRs) implemented in all providers.	April 2025
	All Trusts will be consistently good in digital maturity across EPR and cyber security areas of digital maturity.	April 2025
	Quantifiable progress in reducing impacts of digital exclusion and improving design of digital services.	April 2026



<p>Connect: We will co-design, develop and deliver common digital and data platforms and products to enable our population, communities, workforce, researchers, and innovators to have access to the tools and insight they need to improve lives together. Our People’s Panel will develop and publish the social rules under which we will operate.</p>	<p>Integrated Community Teams will connect and share data, including with patients, carers and VCSE partners, with 90% of care providers using shared care (Plexus) care record.</p> <p>NHS App and My Health and Care will be embedded as the “digital front door” in Sussex.</p> <p>Data platform for research and innovation will be fully developed.</p> <p>People’s Panel will be publishing a Social Agreement for how we use Digital and Data tools to support their care.</p>	<p>April 2026</p>
<p>Transform: We will deliver our digital services through a sustainable model with provider Centres of Excellence; enabling co-design and innovation with our communities; developing our workforce, working in partnership with communities, academia, and industry.</p>	<p>Frontrunner Digital Innovation Lab will be developed.</p> <p>Digital and Data Science Academy will be launched to tackle long-term. recruitment, development, and retention issues.</p> <p>Provider Centres of Excellence will be developed in all partner providers across Sussex underpinned by sustainable environmental and financial model.</p> <p>Digital Innovation Labs will be operating across Sussex.</p>	<p>April 2025</p> <p>April 2026</p> <p>April 2026</p> <p>April 2027</p>





Difference this will make to local people and workforce and how it will be measured

Difference for local people and workforce	How will this be measured
<p>Digitise: We will improve and simplify access to digital technology and services for all and reduce the variation we see that leads to inequality and digital exclusion impacting some people and communities more.</p>	<p>All providers will have consistently good digital maturity across Sussex and across What Good Looks Like domains.</p> <p>Key intervention programmes to tackle digital exclusion and inequity of service have been developed and are having measurable impact.</p> <p>Our population and workforce feel supported to use technology in the best way to suit them and their needs.</p>
<p>Connect: Our population, partners and communities will be connected through digital and data services that informs care, population health management, research, and innovation.</p>	<p>Digital health and care tools and support are established as an everyday service for significant cohorts of patients including those at risk of digital exclusion.</p> <p>People involved with the care and support of an individual (including the individual) share a common view of information and plans and can communicate across the Integrated Community Team.</p>
<p>Transform: Services will be transformed through co-design of more integrated ways of working within our Integrated Community Teams and across our system.</p>	<p>Citizen confidence and trust in digital and data services in Sussex will be improved with strong user experience measures across digital and data services.</p> <p>All providers have achieved core Minimum Digital Foundations safely, through clinically and patient-led implementations with sustainable infrastructure and resourcing in place to continuously improve services.</p>

SECTION 3

Delivery Area 2: Immediate Improvement Priorities

Alongside the Long-term Improvement Priorities, there are immediate improvements that need to be made across our health and care services. We have developed and submitted an operational plan for 2023/24 which sets out the key actions that will be taken and how we will ensure best use of finances across our services.

We recognise that all service provision is vital for individuals and communities and work will continue to give people the best possible care and treatment they need in all areas. However, there is a need for us to make greater improvement across four key areas, to improve access to services and reduce the backlog in waiting lists that increased during the pandemic. Specifically, we need to:

- Increase access to, and reduce variability in, Primary Care;
- Improve response times to 999 calls and reducing A&E waiting times;
- Reduce diagnostic and planned care waiting lists;
- Accelerate patient flow through, and discharge from, hospitals.

The actions taken to make improvements in these areas will be carried out this year (2023-24) and will be reviewed, adapted, and built on in the years ahead, according to the effectiveness of the improvements and the needs of local people. The actions will also be supported by the Long-term Improvement Priorities that aim to address many of the issues faced across these areas over time.



Increasing access to, and reducing variability, in Primary Care

GP practices across Sussex work extremely hard to ensure their patients and carers get the timely support, treatment and care they need in the best possible way. In January 2023 alone, there were over 900,000 appointments offered by Sussex practices, which was 97,000 more than the previous month and over 120,000 more than the same time last year.

The growing number of people accessing GP services means it is increasingly becoming difficult for everyone to always get an appointment when the patient wants it. In addition, because each practice works differently, there is variation in how appointments are managed and accessed. This means some people trying to get an appointment can find some systems frustrating and the variation can exacerbate inequalities in access and outcomes.

While general patient satisfaction remains relatively high with GP services, it has declined over recent years and there are some areas where local people find it more difficult than others to access services.

Throughout this year, we will be focusing on increasing capacity across GP services, improving the quality of services and patient outcomes and supporting general practice services to be more sustainable. This includes maximising the benefits of virtual consultations, continuing to improve access to face-to-face appointments and reducing bureaucracy to free-up clinical time. At the end of the year, we expect patient satisfaction and experience to have improved, with patients having increased choice in access to same-day and two weekly appointments via a range of methods.

In addition to GP services, we are also focusing on improving access to NHS dentists. Over the last year we have heard significant feedback from local people and Healthwatch around issues with access to dentists across Sussex. This is something that is being experienced across the whole country. Responsibility for dentistry transferred from NHS England to NHS Sussex from April 2022 and we are working locally to make improvements where possible.

This work to improve access will also allow us to deliver continuity of care which is important for people managing multiple long-term conditions. This will be achieved by developing partnerships with the voluntary sector and expanding the roles within the general practice team to include social prescribers, pharmacists, physiotherapists, health and wellbeing coaches and others, to provide people seeking care and support the right contact first time. We will also focus on helping people to stay well for longer as part of a more ambitious and joined-up approach to prevention, building on lessons learnt through the Covid-19 vaccination programme which is an example of how we can develop an Integrated Community Team response to vaccination.

The actions we are taking this year (2023-24) to improve Primary Care access and reduce variability are:

What we will do	What we will achieve	When
Increase people’s ability to manage their own health through the NHS App, including booking an appointment.	Target, to be determined once baseline is known (July).	March 2024
Increased coverage of the cloud telephony system to improve service access.	95% of practices will be signed up.	September 2023
Increased practice staff able to provide direct patient care.	245 more staff recruited.	March 2024
Increase referrals to our Community Pharmacist.	We will increase referrals to 17,574.	March 2024

Increased levels of dental activity to improve access. This will include more opportunities for outreach into communities and those living in the most deprived quintiles and making every contact count by aligning the development of dental pathways across the public sector, including early years, health visiting and dental services.	Agree and establish an agreed approach for reporting on all relevant Public Health outcome indicators.	September 2023
	Aligned NHS Sussex and Local Authority oral health promotion campaign and commissioning strategy.	September 2023
	Improved units of dental activity (UDAs) to 95% of the contract.	March 2024



Difference this will make to local people and how it will be measured

Difference for local people	How will this be measured
It will be easier for patients to contact practices.	Patient satisfaction scores will improve by 5%.
Patients will be able to access more appointments.	There will be a 2% increase in appointments from the previous year.
Patients will be able to access an appointment within two weeks if they need it.	The number of people obtaining an appointment within two-weeks if they need it will increase by (3.1%) with an additional c.340,188 appointments delivered within two weeks, resulting in an increase from 81.9% during 22/23 to 85% during 23/24.
It will be easier to access a dental appointment.	<p>The number of UDAs delivered compared to pre-pandemic levels (target 100%).</p> <p>UDAs delivered as a proportion of all UDAs contracted (target 95%). This relates to the ambition to improve delivery of contracted activity.</p> <p>Proportion of the Sussex population accessing NHS dental services (provisional target of 47%).</p>



Improving response times to 999 calls and reducing A&E waiting times

Like many systems across the country, we have seen increasing numbers of people using urgent and emergency care services over recent years and this is putting significant strain on our workforce and has impacted on the timeliness for people accessing the care they need.

A lot of work has taken place to continuously look at ways the system can improve responsiveness, quality of care and patient satisfaction. This will be built on, expanded, and taken even further this year and we will be focusing on four key areas to make the biggest improvements:

- Improving and standardising care to give more of our population access to care which aligns with best practice.
- Expanding care outside hospital to ensure people’s needs are met sooner and they do not have to end up going to acute hospitals for treatment and care.
- Expanding our use of virtual wards to allow more people to be cared for in their own homes when they would otherwise have gone into hospital for care.

The actions we are taking this year (2023-24) to improve response times to 999 calls and reduce A&E waiting times are:

What we will do	What we will achieve	When
We will undertake a full review of same-day emergency services in Sussex alongside an analysis of the different needs of our population.	We will have a clear understanding of the changes we need to make to ensure all local people have timely access to same-day emergency care.	June 2023.
We will increase capacity in our ambulance service, including the roll-out of mental health ambulances, 111 clinical advisory service, virtual wards, non-injured falls service, mental health same-day urgent care services, acute respiratory hubs, urgent community response services and Alternative to Admission Single Point of Access.	A greater number of people will receive rapid assessment and care for physical or mental health conditions in their own home or in the community and therefore avoid a hospital admission.	December 2023

<p>We will support each of our acute hospital sites to undertake improvement work within their emergency departments, including a focus on rapidly streaming patients to the right service.</p>	<p>There will be improved flow of patients and their carers through emergency departments, enabling ambulances to be offloaded and minimising the time that patients spend in departments before being discharged or admitted.</p>	<p>December 2023</p>
<p>We will roll-out clear standardised pathways of care for individuals in Sussex who are at risk of a rapid deterioration in their health, including patients with respiratory illnesses or suffering from frailty.</p>	<p>Vulnerable individuals will spend more of their time in good health and receive rapid, early intervention through joined-up primary, community, and secondary care services when support is required.</p>	<p>March 2024</p>



Difference this will make to local people and how it will be measured

Difference for local people	How will this be measured
<p>More patients will experience shorter waits for treatment in A&E, Urgent Treatment Centres, and Minor Injury Units across Sussex.</p>	<p>We will achieve a minimum of 76% of patients and their carers attending A&E being seen within four hours.</p>
<p>Patients who call 999 with a time critical condition will receive a faster response from the ambulance service.</p>	<p>We will achieve the category 1 response time (90% of calls responded to within 15 minutes) and a better response rate of less than 30 minutes for category 2 (90% of calls responded to within 40 minutes).</p>
<p>More patients will receive medical care closer to home, with admission to an inpatient bed only occurring when absolutely necessary, enabling patients to be cared for in a familiar environment with their carers and the support of friends and family.</p>	<p>We will increase the number of virtual ward beds, reduce the number of ambulance conveyances to hospital (achieving better than the national average), expand 24/7 Mental Health Crisis resolution and home treatment services, increase the number of referrals to urgent community response services and deliver the two-hour urgent community response target of 75%.</p>

<p>Patients at high risk of hospital admission or who are frequent users of healthcare services will be provided with more proactive care and support to enable them to stay well.</p>	<p>We will see a reduction in the number of high intensity service users and a reduction in the number of admissions and length of stay for patients identified as high risk.</p>
<p>Patients waiting for or undergoing emergency treatment or awaiting admission will be cared for in appropriate clinical settings at all times and will either be admitted or discharged more quickly, spending less time in Emergency Departments.</p>	<p>No patients will be cared for in corridors within Emergency Departments while awaiting treatment or admission. The number of patients and their carers waiting in Emergency Departments for more than 12 hours will reduce to below 2%.</p>



Reducing diagnostic and planned care waiting lists

There are currently large numbers of people waiting too long for diagnostic services and planned care, which can cause a deterioration in their condition, impact on their day-to-day lifestyle, and affect their general health and wellbeing. The lockdown restrictions that were put in place during the pandemic meant waiting times in these areas significantly increased and system partners have been working hard to reduce these as quickly as possible.

We will be maintaining and continuing this work this year and over the longer term will transform the way planned care and cancer services are delivered with the aim that no one waits over a year and we see movement towards achievement of the 18-week standard for elective care and 75% of cancers diagnosed at stage 1 or 2.

The actions we are taking this year (2023-24) to reduce diagnostic and planned care waiting lists are:

What we will do	What we will achieve	When
<p>We will enhance patient and carers choice and access to treatment for key specialties including Ear, Nose and Throat and Trauma and Orthopaedic. We will establish clinically led workstreams to develop patient pathways that are productive and standardised across Sussex.</p>	<p>We will have agreed clinical pathways across all acute services for our key specialties to provide greater choice and access to patients and reduce waiting time variation across the system.</p>	<p>September 2023</p>

<p>To support patients and their carers who are referred on a cancer pathway, we will ensure referrals are made in-line with standardised referral protocols and local pathways are optimised, enabled by the Ardens Pro system which is in place across all practices in Sussex.</p> <p>We will continue to increase the number of patients referred with a Faecal Immunochemical Test (FIT) result at point of referral for a suspected colorectal cancer.</p>	<p>We will ensure patients are referred into the most appropriate service based on their referral and clinical information, which will reduce two week wait demand by 30%.</p> <p>With full compliance of colorectal referrals with a FIT test completed, we will reduce the number of colonoscopies required by up to 40%.</p>	September 2023
<p>We will make further use of our Community Diagnostics Centres (CDCs) across Sussex, providing greater access to patients who need a test to support a decision for the care they need.</p>	<p>We will prioritise direct access for primary care for computerised tomography (CT), ultrasound and Magnetic Resonance Imaging (MRI).</p> <p>We will have as a minimum six day working across our CDCs providing greater flexibility for patients.</p>	December 2023
<p>We will continue to realise productivity opportunities to make the best use of our resources, to provide greater access for patients.</p>	<p>We will increase our theatre utilisation rate to a minimum of 85% across all services.</p> <p>We will deliver at least 85% of surgery as a day case procedure.</p> <p>We will reduce the length of stay for key pathways such as hip and knee replacement surgery in-line with best practice rates.</p>	March 2024
<p>We will improve earlier access to hospital services with a focus on reducing the number of patients that do not attend (DNA) their appointment, continuing to provide virtual clinics to reduce the need for patients to attend the hospital, and provide greater flexibility to patients by increasing the number of 'Patient initiated Follow Up' (PIFU) appointments.</p>	<p>We will reduce our DNA rates across Sussex by at least 2% over the course of the year.</p> <p>We will reduce the number of follow up appointments generated by increasing our PIFU rate from 0.5% to 5% across Sussex.</p> <p>We will ensure at least 25% of outpatient activity is undertaken virtually.</p>	March 2024



Difference this will make to local people and how it will be measured

Difference for local people	How will this be measured
We will continue to reduce our waiting times with a commitment to deliver a maximum wait for treatment for patients referred for elective care.	No patient will wait more than 65 weeks for their elective care treatment.
We will continue to reduce the number of patients waiting over 62 days for cancer treatment.	As a maximum, no more than 548 patients will be waiting over 62 days for cancer treatment by March 2024.
We will enhance access to diagnostics for patients across Sussex with our CDC capacity, improved diagnostics pathway, and capital investment in services.	We will ensure at least 75% of patients by March 2024 referred on a cancer pathway will be diagnosed within 28 days. We will continue to reduce our waiting times across 15 diagnostic modalities with no more than 10% of patients waiting more than six weeks.



Accelerating patient flow through, and discharge from, hospitals

There are currently too many patients being cared for in an inpatient hospital bed when there is no longer a health-related need for them to do so. This results in a lack of available beds across the system that can cause risks to both the patient, as they can deteriorate in hospital and be exposed to infection risks, and those waiting for inpatient care.

We have a good track record of system partnership working to improving discharges and we will be building on this and accelerating existing and new initiatives. Sussex is one of six national systems selected as Discharge Frontrunners, which involves health and social care partners locally working together, and with carers and wider partners, to rapidly find innovative solutions and new approaches which have the potential to make a substantial difference. Discharge Frontrunners use tried and tested improvement tools to find what works, how and why and will make recommendations for how their approaches can be adopted across the country. The objective of our programme is to develop, design and test new approaches and service models for discharges across all settings by focusing on integrated workforce models, deploying new technologies, developing shared business intelligence, and developing an economic and financial model to underpin this sustainably.

Our goal will be to bring together a comprehensive model of integrated hospital discharge to support good system patient flow with reduced lengths of hospital stay, admission avoidance, and better long-term outcomes for local people.

The actions we are taking this year (2023-24) to accelerate patient flow through, and discharge from, hospitals are:

What we will do	What we will achieve	When
We will undertake a comprehensive review of discharge pathways to identify, and put in place, improvement plans for the changes which need to be made to reduce delays to patients being discharged from inpatient and community services.	Health and care partners will have a more proactive approach to discharge planning, minimising delays at each part of the pathway (across pathways 0 to 3) and utilising virtual wards for early supported discharge, with a more seamless interface between health and care.	June 2023
We will evaluate and select a small number of digital innovations which will best support improvements in the discharge pathways, alongside the development of a shared data architecture to provide visibility of patient flow and capacity.	We will support more efficient use of our workforce, improved patient experience and seamless working between health and care colleagues.	September 2023 to select innovations; and March 2024 to roll it out.
We will develop an economic model for discharge in Sussex which enables us to make best use of available funding and supports the care market to expand in a sustainable way.	We will have a clear and affordable plan for the future to ensure we understand where best to invest available funds to grow discharge capacity which will meet the needs of our population.	December 2023
We will develop and mobilise a multi-agency workforce plan based on agreed discharge demand and capacity requirements.	We will develop our model for the health and care workforce to enable us to build the right capacity in home care or post-hospital bedded care to meet the needs of our population.	March 2024



Difference this will make to local people and how it will be measured

Difference for local people and workforce	How will this be measured
<p>Patients and their carers will be involved in planning for their discharge from early in their inpatient stay and will be discharged without significant delay as soon as they are declared medically fit to do so into the most appropriate bed for their needs.</p>	<p>There will be a reduction in the number of patients who no longer meet the criteria to reside in hospital who are not discharged.</p>
<p>Patients will be admitted to an inpatient bed (acute, community or mental health) in the most appropriate department for their condition, without significant delay.</p>	<p>We will reduce bed occupancy to 92%.</p>
<p>Patients and their carers will be discharged earlier but receive ongoing clinical oversight where required using digital innovations such as remote monitoring.</p>	<p>There will be a reduction in hospital length of stay (quantified based on experience of exemplars).</p>

SECTION 4

Delivery Area 3: Continuous Improvement Areas

To support the successful delivery of the actions set out across our Long-term and Immediate Improvement Priorities, and our Health and Wellbeing Strategies, there are four key areas that need continuous improvement:

- Addressing health inequalities
- Mental health, learning disabilities and autism
- Clinical leadership
- Getting the best use of the finances available

These areas are part of, and are critical success factors in, all the actions and improvements we are making and, therefore, need constant focus across everything we do.



Addressing health inequalities

There are currently avoidable and inequitable differences in health between different groups of people across Sussex. There are many reasons for this, including disability, employment, where someone lives, income, housing, education, their ethnicity, and their personal situation. We know these health inequalities are particularly seen among our most disadvantaged communities, with people living in deprived areas having worse health and outcomes.

Addressing health inequalities is a core aim of *Improving Lives Together* and is the driving purpose of developing Integrated Community Teams that better meet the needs of our diverse local communities. Health inequalities is a key priority of all our Health and Wellbeing Strategies and is a key element of all the workstreams of our Shared Delivery Plan and will be embedded within many of the actions outlined. This will be done with the following commitments:

- **Co-production** – we will work with those with lived experience to design and delivering change.
- **Interventions** – we will invest in prevention, personalised care, and other activities to drive reductions in health inequalities.
- **Funding** – we will focus a greater amount of funding based on need.
- **Design of services** – we will undertake Equality and Health Inequalities Impact Assessments for all service changes.
- **Visibility** – we will ensure every decision we make considers the impact of proposals or decisions.

- **Outcomes and performance** – we will always consider the differences across geographical areas, population groups and other factors in how we set and monitor outcomes and performance.
- **Workforce** – we will actively recruit, develop, and support people from our diverse communities.
- **Net Zero and social value** – we will use our resources and assets to help address wider social, economic, or environmental factors.
- **Data quality and reporting** – we will drive work to both improve and increase the recording and reporting of data by key characteristics.

In addition to, and to support, the work across our workstreams and the Health and Wellbeing Strategies, we are taking the following actions to address health inequalities.

The actions we are taking this year (2023-24) to make progress to address health inequalities are:

What we will do	What we will achieve	When
<p>Working with children and young people (CYP), partners, and young carers to develop a defined work programme around the CYP Core20PLUS5 similar to the adults' Core20PLUS5.</p> <p>This will include:</p> <ul style="list-style-type: none"> • Address over-reliance on asthma reliever medication and decrease in number of asthma attacks. • Increase access to real time continuous glucose monitoring, and insulin pumps, in the most deprived areas, and from ethnic minority backgrounds. • Increase access to epilepsy specialist nurses within the first year for those with learning disabilities or autism • Address backlog for tooth extractions for under-10's. <p>Improve Mental Health access rates for 0–17-year-olds from ethnic minorities and children in greatest areas of deprivation.</p>	<p>Develop CYP Core20PLUS5 baseline and improvement trajectory across each of the five clinical areas.</p>	<p>December 2023</p>



<p>Improve position against 2022-23 baseline on hypertension identification and treatment and increase lipid lowering therapy (LLT) prescription.</p>	<p>Hypertension: We will improve from the September 2022 position performance of 57% to 77%.</p> <p>Lipid lowering: We will increase from September 2022 position of 53% to 60%.</p>	<p>March 2024</p>
<p>Continue the roll-out of the NHS funded offer of universal smoking tobacco treatment services, across inpatient, maternity, and mental health services and ensure investment at scale and sustainability beyond 2023/24.</p>	<p>Increase proportion of adult inpatient settings offering tobacco dependence services from 0% baseline to 20%.</p> <p>Increase proportion of maternity settings offering tobacco dependence services from 50% to 80%.</p>	<p>March 2024</p>
<p>Address inequalities and improve outcomes in priority clinical pathways for those in deprived geographical areas and with vulnerable or protected characteristics.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Reducing waiting times, DNA, and cancellation rates in our most deprived areas and those with protected characteristics. • Establishing an inclusion health programme, identify gaps in provision and develop associated commissioning plans. • Improve recording of ethnicity recording across all providers. • Commissioned baselining of LGBTQ+ and Learning Disability data recording. 	<p>Reduced waiting times, DNA, and cancellation rates for those in deprived geographical areas and protected characteristic groups by 5%.</p> <p>Commissioned dedicated inclusion health network - 60% of providers signed up.</p> <p>Ethnicity recording moved from 65% to 90% data completeness.</p> <p>Data recording baseline achieved for LGBTQ+ and Learning Disability.</p>	<p>March 2024</p>

The actions we will take over years 2-5 to further reduce health inequalities are:

What we will do	What we will achieve	When
<p>Improve position against 2022/23 baseline on hypertension identification and treatment, and lipid lowering therapy prescription.</p>	<p>Hypertension: We will continue to improve performance to 80%.</p> <p>Lipid lowering: We will continue to improve performance to 70%.</p>	<p>March 2028</p>
<p>Continued support for the roll-out of the NHS funded offer of universal smoking tobacco treatment services, across inpatient, maternity, and mental health services and ensure investment at scale and sustainability beyond 2023/24.</p>	<p>Increase proportion of adult inpatient settings offering tobacco dependence services from 20% to 50% year two and to 80% by year five.</p> <p>Increase proportion of maternity settings offering tobacco dependence services from 80% to 100% by year five.</p>	<p>March 2028</p>
<p>Continue to address inequalities and improve outcomes in priority clinical pathways for those in deprived geographical areas and with vulnerable/protected characteristics.</p>	<p>Build on reducing waiting times, DNA, and cancellation rates in our most deprived areas and those with protected characteristics by reducing further on year one by 5% in years two and three.</p> <p>Dedicated inclusion health network established with 90% of providers signed up by year five.</p> <p>Identified gaps in services commissioned during years two to five.</p> <p>Ethnicity data completeness moving from 90% to 100% data completeness.</p> <p>Data completeness of 50% by year two and 75% by year five for LGBTQ+ and Learning Disability.</p>	<p>March 2028</p>
<p>Dedicated Children and Young Persons (CYP) programme for Core20PLUS5.</p>	<p>5% increase on year one baseline figures by year two and 20% increase on baseline year one figures by year five.</p>	<p>March 2028</p>



Difference this will make to local people and how it will be measured

Difference for local people and workforce	How will this be measured
Improved and equitable access to health care for the population, particularly those in our deprived areas and those with protected characteristics.	Improvement in waiting times and access to treatment times for those from our most deprived areas and with protected characteristics.
Reduced inequalities, and variation in population outcomes.	<p>Reduction in the number of avoidable stroke and cardiac events for adults.</p> <p>Improved access rates to mental health services from areas of deprivation, CYP, males and certain ethnic groups.</p> <p>Improved healthy life expectancy and life expectancy for people with severe mental illness and learning disabilities.</p> <p>Fewer CYP asthma events requiring emergency admissions, improved access to specialist nurse for those with epilepsy, learning disabilities and autism and fewer dental extractions for 0-10 years.</p>
Reduced inequalities in delivery of services, service developments, commissioning, and employment.	Reduction in gaps for health inclusion groups in community service provision, which will reduce requirements for emergency and urgent care and fewer GP appointments.
Inclusive digital pathways.	Focused and reasonable adjustments will be applied to digital pathways to support population groups at risk of digital exclusion.



Mental Health, Learning Disabilities and Autism

Supporting people with mental health, learning disabilities and autism is a key priority across system partners. Although we are working across these areas in one workstream, they are separate areas of focus and will require differing approaches and actions.

Our aim is to ensure those who are suffering from emotional distress and mental ill health get the support, care, and treatment they need as quickly as possible and can live fulfilled lives within their communities. A lot of work has taken place to improve mental health services, including establishing the specialist perinatal mental health community service, increased physical health checks for those with serious mental illness, and recruitment of additional clinical staff in the eating disorder service. This has been done through consistent delivery of the Mental Health Investment Standard (MHIS) and this will be achieved again in 2023-24 at a level of 7.1%.

Despite funding and staffing levels increasing, the need for mental health services has grown exponentially in recent years, with the pandemic contributing to a rapid rise in emotional distress, depression and anxiety, and many individuals are still facing lengthy waits for assessment and treatment.

We are taking action in response to this growing need through our operational plan this year (2023-24) and over the longer term:

- We will improve care for those facing mental health crisis through rapid access to crisis services, such as NHS 111 links to the crisis line, Crisis Houses, Safe Havens, and specialist teams that will support the emergency services where an individual with mental health needs is being detained.
- We will continue to improve access to support for children and young people, access to talking therapy services for adults and perinatal services.
- We will eliminate out of area placements to provide care closer to home.
- We will work to increase dementia diagnosis through schemes such as the locally commissioned services in Primary Care.
- We will continue to deliver and work towards meeting the commitments detailed within the NHS Mental Health Plan 2019/20-2023/24 across the range of services.

These key commitments sit within the context of a comprehensive programme of transformation focused on population health and wellbeing and addressing health inequalities.

Alongside our focus on mental health, we are working to improve the care and outcomes for those with learning disabilities and autism. This includes:

- Working to ensure those with learning disabilities receive an annual health check and action plan.
- Reducing reliance on inpatient care, and improving the quality of inpatient care, for those with a learning disability and who are autistic through providing services in the community.

- Working with the NHS England South East Regional team on the regional delivery plan which includes special educational needs and disabilities (SEND) to improve outcomes.

The actions we are taking this year (2023-24) to make progress for those with mental health issues, learning disabilities, and autism are:

What we will do	What we will achieve	When
We will ensure care is offered close to home.	We will eliminate out of area placements.	From June 2023
Increase the numbers of adults accessing talking therapies (formerly known as IAPT services).	We will increase access by 5%.	March 2024
Increase the number of adults and older people supported by the community mental health team.	We will increase support by 5%.	March 2024
We will develop a locally commissioned service to improve our dementia diagnosis rate.	We will increase the dementia diagnosis rate by 0.3% as a minimum from 22/23.	March 2024
We will improve access to perinatal mental health services.	We will increase access by 1%.	March 2024
We will commence a Child and Adolescent Mental Health Service (CAMHS)/acute pathway programme involving all partners.	We will agree and develop a system approach to children and young people requiring an acute response from CAMHS services as part of the wider support network.	March 2024
We will maintain a strong commitment to reducing reliance on inpatient care for both adults and children with a learning disability and/or who are autistic, consistent with the ambition set out in the NHS Long Term Plan, and to develop community services to	30 adult and 15 CYP inpatients per million population,	March 2024

support admission avoidance and timely discharge.		
We will increase the number of people on the Learning Disability Register who have received an annual health check and action plan.	We will increase the uptake of annual health checks for those on the Learning Disability Register to 75%.	March 2024

The actions we will take over years 2-5 to further improve the experience of those with mental health issues, learning disabilities and autism are:

What we will do	What we will achieve	When
We will develop a strategy that strengthens commissioning aligned to a collaborative delivery of outcomes; enabling increased lead provider arrangements that deliver whole pathway approaches.	Reduced pathway fragmentation, increased provider sustainability and productivity and improved patient and carer outcomes and experience.	March 2025
Fully implement the community transformation plan within Sussex with an agreed and defined model in each place, including a functional single point of access and developed specialist pathways.	A consistent approach to supporting all people that present with mental health problems at primary care level and more cohesive service offer within Primary Care and secondary care mental health services.	March 2025
Develop closer linking of mental and physical health planning and delivery through the Integrated Community Teams approach.	Increased integrated community-based access to support, reducing reliance on more specialist care and delivering improved health outcomes for local people.	March 2025
We will review the existing successful plans for reducing out of area placements and embed practice as business as usual with continuous review and evaluation.	Continuation of the recent reduction of out of area placements offering better experiences for those that require admission and maintain a 0% tolerance.	March 2025
Agree and formalise a dementia model and strategy for each place that is consistent and meets national best practice with the	The memory services will offer a clearer and timelier assessment and diagnostic service that will support the existing pre and post diagnostic support for people with dementia. It	March 2025

implementation of locally commissioned Primary Care services to support diagnostic rates.	will also support wider system strategies.	
Develop and fully embed physical health checks for people with severe mental illness outreach and health improvement support in Primary Care as part of Emotional Wellbeing Service and mental health transformation objectives.	We will maintain completed annual comprehensive physical health checks to 75% of GP severe mental illness (SMI) registers.	March 2025
Implement the recommendations of the CAMHS review project.	We will improve timeliness of flow through CAMHS services with a consistent offer for children and young people. It will offer improved patient experience and achieve better outcomes for individuals and improve the offer and links to support education and social care processes.	March 2026
We will review the profile of mental health investment to ensure a balanced approach across children and adult services that reflects population demographic and need.	An enhanced focus on early intervention and wellbeing support that reduces reliance on specialist and bed-based services and addresses inequalities in access and provision.	March 2026
We will support the NHS regional plan to offer a cohesive service within our area and engage within the planning process.	This will allow a wider range of interventions across the region to be provided more consistently and will allow us to maximise our resources better on a larger geographical footprint.	October 2026



Difference this will make to local people and how it will be measured

Difference for local people and workforce	How will this be measured
<p>We will undertake a system-wide participation and co-production strategy review, with local authority, experts by experience and VCSE partners, that will be embedded within all work programmes consistently and at all levels of development, review, and evaluation throughout mental health services.</p>	<p>Development of the participation matrix has been agreed with milestones being reported monthly to the Performance and Assurance Group and to the system multi-stakeholder mental health board.</p>
<p>We will have a mental health workforce that is consistent and suitably trained who feel supported and offered opportunities to develop best practice.</p>	<p>Annual staff surveys with a robust audit of issues raised, with associated recommendations and actions that may impact on this commitment led by chief officers.</p>
<p>We will have health and care services working as one team to provide a holistic offer of support to people with mental health and learning disabilities in the community in which they live.</p>	<p>Increase in the uptake of annual physical health checks. Increase in access to preventative and timely access to treatment services, same level as those without mental health or learning disabilities.</p>



Clinical Leadership

There is clear evidence that strong clinical and care professional leadership is associated with higher productivity, better organisational performance, and improved health outcomes for local people. The delivery of our ambition will only be successful with strong clinical leadership, and it is recognised that this is something in Sussex that needs to be developed and strengthened at every level within the system.

We want to create a culture that systematically embraces shared learning, based on outcome data, to support clinical and care professional leaders to collaborate and innovate with a wide range of partners, including patients and local communities. The aim is for patients to have a better quality of joined-up care, better clinical outcomes, and better experience. This will require close working across system partners, including social care, housing, education, and other Local Authority colleagues, as well as the NHS.

The actions we are taking this year (2023-24) to make progress in clinical leadership are:

What we will do	What we will achieve	When
We will formally appoint a clinical leader for each of the three Integrated Community Team Frontrunner programmes.	The development of Integrated Community Teams will be clinically led.	June 2023
Establish multi-professional Clinical Reference Groups (CRG) for each of our Shared Delivery Plan priority areas.	Governance structure confirmed and implemented for the Clinical Reference Groups.	June 2023
Set out benchmarks for improvements in clinical outcomes.	Agree reduction plan in unwarranted variation.	September 2023
Agree an organisational development approach to quality improvement and use of data.	Agree Quality Improvement training and data baseline. Progress training plan in identified Clinical Leadership Group.	September 2023
Put in place a multi-professional Leadership Academy to develop our clinical leaders across the system.	100 leaders will have undertaken the programme.	March 2024

The actions we will take over years 2-5 to further develop, improve, and progress clinical leadership are:

What we will do	What we will achieve	When
Agreement on clinical support for delivery workstreams.	Review function of Clinical Reference Group support for year one delivery priorities for effectiveness.	March 2025
Review the 100 leaders who have undertaken the Clinical Leadership Academy programmes and work on lessons learned and ways to improve.	Ensure that clinical leaders selected for each of the Integrated Community Teams areas are well trained and supported for leadership.	March 2025

Embed delivery of clinical outcomes as related to each Delivery Board.	Improve the clinical outcomes of greatest importance for the population of Sussex to deliver measurable impacts.	March 2027
Develop the model of clinical delivery within our ICTs year-on-year and build on the use of digital and data within our pathways.	Clinicians are able to use the opportunities of digital, data and technology.	March 2027
Clinical leadership to ensure clinical interventions and transformation are being delivered using the highest quality evidence, through multi-professional teams using continuous improvement cycles.	Review of outcomes of Integrated Community Teams across Sussex to ensure impact of clinical leadership for delivering high quality care and evidence by using agreed metrics.	March 2028
Clinician leaders demonstrating their proficiency in using digital, data and technology as a means of improving the clinical interventions.	Clinical leaders will be using clinical interventions and research data to demonstrate the effectiveness of interventions in clinical pathways.	March 2028
Clinical ownership of population outcomes.	Clinical leaders will be able to demonstrate improvements in agreed clinical outcomes in the pathway of care for the community.	March 2028



Difference this will make to local people and workforce and how it will be measured

Difference for local people and workforce

How will this be measured

There will be integrated working within Integrated Community Teams and networking across the system partners, with a greater focus on preventing ill health and on evidence-based impacts of personalised care.

Public satisfaction with services survey.

Sussex will be an attractive place to work for clinicians, attracting and retaining talent who are able to see they are making a positive difference to local people.

Staff survey on satisfaction and engagement for Trusts.

£ Getting the best from the finances available

Financial sustainability is integral to delivering our ambition as it is a key part of enabling our health and care system to drive improvements to services for local people. We must live within the finances we have available and, to do so, it is crucial that all organisations across our system manages resources effectively, ensuring value for money from every pound spent.

Currently, the NHS across the Sussex system is challenged financially and has a recurrent deficit, which means it is spending more than its allocation. We must therefore work collaboratively across the system to make efficiencies in how we work to get the most out of the money we have available. It also means we must be targeted in our investments, to ensure we are getting most value for local people. In addition, NHS Sussex is required to make running cost reductions of 20% from 2024/25, with a further 10% reduction from 2025/26.

The Sussex system receives a capital allocation, used to upgrade estates and equipment, and must prioritise all the capital requirements to make sure the funding available is spent in the most effective way. In addition, we receive national capital funding for specific programmes and projects. Over the next five years we will invest in some significant developments which will radically improve patient experience and our productivity. Examples include a new Emergency Department in Brighton, a programme which will eradicate mental health dormitory accommodation, the development of community diagnostic centres and new facilities to deliver elective activity.

A key area of focus for us in improving our finances is productivity, which is the amount of activity we do compared to what it costs. Currently, we are not getting the best use of the money we spend in some areas, such as in our acute hospitals, where current productivity is significantly lower than before the pandemic. To improve our productivity, we have agreed a set of principles and actions across four areas, overseen by a system Productivity Steering Group. These aim to ensure the system is maximising value for money from use of its public funding, expertise, technology, and estates to deliver services. These are:

- System-led workstreams: To develop a joined-up Sussex approach and reduce variations across providers across areas such as workforce, procurement, and discharge.
- Provider-centric workstreams: To share best practice across providers and identify system opportunities across areas such as theatre productivity, outpatient opportunities and A&E.
- Integrated approach: Focusing on productivity opportunities that may impact on both primary and secondary care and potentially areas that impact multiple services/ pathways, including medicine optimisation.
- Non-pay saving opportunities: To explore medium-term opportunities in areas like estate optimisation and corporate service.

The actions we are taking this year (2023-24) to get the best from the finances available are:

What we will do	What we will achieve	When
We will create a comprehensive and resourced system productivity plan, with individual workstream targets and milestones and measurable cost reductions demonstrated.	We will have a plan for improving system productivity.	September 2023
We will develop a clinically-led process for optimising some of our clinical models or services, to reduce cost.	Three services or models will be taken forward led by clinicians.	December 2023
We will implement initiatives to improve productivity.	We will see productivity improvement compared to 2019/20 of 10 percentage points, to 7% below 2019/20 for acute Trusts.	March 2024
We will agree a methodology for assessing productivity output for community, mental health, and Primary Care services.	We will have key performance indicators and methodology for productivity across services outside of acute hospitals.	March 2024
We will deliver our 2023/24 system financial plan.	We will meet our financial budget at the end of the year.	March 2024

The actions we will take over years 2-5 to continue to get the best from the finances available are:

What we will do	What we will achieve	When
Model the medium-term financial position of the system including the improvements we would expect as a result of the productivity improvements.	A medium-term financial plan owned by the system.	March 2025



Build a longer-term plan for productivity improvements.	A rolling programme of productivity and efficiency improvements.	March 2025
Review and consider national and international financial frameworks which would support delivery of the Shared Delivery Plan.	A revised financial framework which supports the strategy.	March 2026
Make clinical leadership the natural driver of the productivity improvement programme.	Build enduring clinical leadership into the productivity programme, linking with the Clinical Leadership workstream.	March 2028
Ensure Sussex can live within its financial allocation each year, giving us the freedom to implement our Shared Delivery Plan.	Deliver the annual financial plans.	March 2028
Optimise our capital allocation through prioritising strategic capital requirements.	A prioritised capital plan for 2025/26 onwards (2023/24 and 2024/25 already done).	March 2028
Model and plan the financial impact of all the elements of the five-year plan.	A detailed investment and efficiency plan showing where cost and income will change.	March 2025



Difference this will make to local people and workforce and how it will be measured

Difference for local people and workforce	How will this be measured
Living within our financial allocation will allow for greater investment in new services and innovation to support and accelerate improvements for local people.	Financial positions across system partners at the end of each financial year.
Greater productivity and efficiency will help people to be seen and treated quicker.	Productivity improvement across the system.
Significant major capital developments which will provide improved facilities and better patient experience.	Capital programmes delivered to time and budget.

SECTION 5

Delivery Area 4: Health and Wellbeing Strategies and developing Place-based Partnerships

Improving Lives Together supports and builds on the three Health and Wellbeing Strategies in place across Sussex. The Health and Wellbeing Boards in Brighton and Hove, East Sussex and West Sussex have a statutory role to bring together representation from local government; local NHS organisations; Healthwatch; voluntary, community, social enterprise organisations; and other key public services to assess needs and agree plans, focussed on improving health, care and the overall social and economic wellbeing of their populations.

The Health and Wellbeing Strategies use local evidence, data, and insight to set out the priorities for improving health and wellbeing of their populations, responding to the distinct issues and challenges in these places.

Alongside the delivery of the Health and Wellbeing Strategies, one of the key priorities of *Improving Lives Together* is 'maximising the power of partnerships' and during year one we will be strengthening how partners can work together across our populations in Brighton and Hove, East Sussex, and West Sussex, focussing on the distinct needs and challenges in our local areas. We call this working at 'place', and it is where the local NHS, local government and a wide range of local partners come together to shape and transform health and care and make the most of the collective resources available. We will do this by working in our three Health and Care Partnerships, whose work is overseen by the Health and Wellbeing Boards. Further details of how these partnerships fit into the way of working across our system is in **Section 7**.

The ways of working and priorities across each of our places are set out below.

Brighton and Hove

Our [2019-30 Health and Wellbeing Strategy](#) focuses on improving health and wellbeing outcomes for the city and across the key life stages of local residents - starting well, living well, ageing well and dying well. Our ambition for Brighton and Hove in 2030 is that:

- People will live more years in good health (reversing the current falling trend in healthy life expectancy).
- The gap in healthy life expectancy between people living in the most and least disadvantaged areas of the city will be reduced.

Eight principles guide the delivery of our strategy with a focus on health being everyone's business; supporting communities to be more resilient; reducing health inequalities; and making sure that health and care services will provide high quality care, feel more joined-up and will be delivered in the most appropriate place.

The establishment of the Health and Care Partnership Executive Board in January 2020 enables us to build upon the work already started and is now becoming formalised. The firm foundations of the Board enable us to develop and mature service design, delivery, and governance over the coming years.

Our ambitions for improving lives at place

The ambitions set out in our Health and Wellbeing Strategy are:

- Brighton and Hove will be a place which helps people to be healthy.
- The health and wellbeing of young people will be improved. We will have a focus on early years encouraging immunisation; we will address risks to good emotional health and wellbeing; and provide high quality joined-up services which consider the whole family.
- The health and wellbeing of working age adults will be improved. Information, advice, and support will be provided to help people to eat well, move more, drink less and stop smoking to reduce their risk of developing long-term health conditions. There will be easier access to mental health and wellbeing services; sexual health will be improved; and people with disabilities and long-term conditions, and the long-term unemployed, will be supported into work.
- Brighton and Hove will be a place where people can age well. People will be supported to reduce loneliness and social isolation and to reduce their risk of falls and more people will be helped to live independently by services that connect them with their communities.
- The experiences of those at the end of their life, whatever their age, will be improved. We will improve health and wellbeing at the end of life and help communities to develop their own approaches to death, dying, loss and caring. More people will die at home or in the place that they choose and support for families, carers and the bereaved will be enhanced.

How we will deliver our ambition

The Health and Wellbeing Strategy identifies five priority areas for Brighton and Hove:

- **Children and Young People:** We will improve and expand access and existing support to children and young people and their families for mental health, emotional wellbeing, autism, Attention Deficit Hyperactivity Disorder (ADHD), and other neurodevelopmental conditions. We will improve early diagnosis and outcomes for children and young people and increase the identification of, and support for, young carers.
- **Mental Health:** We will implement the key recommendations of our 2022 mental health Joint Strategic Needs Assessment, expanding our support for people with mental health needs and further developing integrated community mental health services, connecting mental health services with community

assets. We will do this at local community level and develop integrated systems and increase the provision of supported accommodation and support for people with mental health needs, co-occurring disease, and substance misuse services.

- **Multiple Long-term conditions:** We will improve services to people with long-term conditions to deliver personalised care, tailored to individual needs, strengths, and capabilities. We will aim to better understand the interaction of mental and physical health conditions as a factor to improve outcomes and we will proactively identify and/or support and meet the needs of those at risk of or living with long-term conditions.
- **Cancer:** We will complete the recovery of cancer services affected by the pandemic, improve performance against cancer waiting times standards and deliver the ambitions of the NHS Long Term Plan to diagnose more people with cancer at an earlier stage, with a particular focus on disadvantaged areas and under-served communities where rates of early diagnosis and screening uptake are lower.
- **Multiple Compound Needs:** We will improve and join-up services to better support people with multiple compound needs by delivering an integrated service model, co-produced for and by people with lived experience. We will do this through our Integrated Community Frontrunner programme.

The actions we are taking this year (2023-24) to deliver our Brighton and Hove Placed-based priorities are:

What we will do	What we will achieve	When
<p>Integrated Community Teams frontrunner: Through our multi-disciplinary team pilot we will trial and develop a new integrated model of care and support for people with multiple compound needs and their carers. This will be supported by a clear set of programme objectives, a compact agreement between system partners and an independent evaluation of our pilot project.</p>	<p>We will develop a clear set of programme objectives that supports our aim of increasing life expectancy for people with multiple compound needs.</p> <p>We will establish a compact agreement, across system partners that supports a new integrated model of care and support.</p> <p>We will get an independent evaluation of our pilot project to inform future service design and commissioning.</p>	<p>March 2024</p>
<p>Health inequalities: We will build on the work with Public Health to reduce the spread of blood borne viruses. We will deliver the aims of our current commissioned health inequalities</p>	<p>We will build on HIV ED opt-out testing and commence the opt-out blood borne testing.</p>	<p>March 2024</p>

services working with the local population, VCSE and our providers to responds to known areas of health inequalities.	We will improve experience, access, and outcomes for the most disadvantaged communities in Brighton and Hove.	
Children and young people (CYP): We will implement year one emotional wellbeing action plan priorities for the Foundations for Our Future Place-based Plan. This will include a new emotional wellbeing pathway for CYP and embed training at point of induction for social workers and annual refreshers thereafter.	We will improve the support and interventions for children and young people who are neurodiverse and for children and young people with mental health needs and their carers.	March 2024
Mental health: We will implement the recommendations of the 2022 Mental Health and Wellbeing JSNA ensuring that progress is made across all seven delivery areas - extend and expand the range of emotional wellbeing services to Primary Care Networks, physical health checks for people with severe mental illness, develop suicide and self-harm prevention action plan.	Increase access to community mental health services. Reduce demand on acute and crisis care. Increase the number of people on severe mental illness registers.	March 2024
Cancer: We will build on the work with Public Health, the local population, VCSE and our providers to help to detect cancer at an early stage through promoting uptake of screening programmes, including expanding the targeted lung health checks programme, Faecal Immunochemical Test (FIT) testing and continuing the fibro scanning outreach service (to check for liver inflammation). The programme will ensure it responds to known areas of health inequalities.	Increased screening rates including in areas of deprivation and communities, including BAME communities, people experiencing homelessness, Trans people, and people with learning disabilities.	March 2024
Multiple long-term conditions: We will develop our cardiovascular disease reduction priorities in Brighton and Hove including hypertension case finding and treatment, and the restoration of the NHS health checks programme with health inequalities lens.	The cardiovascular disease reduction action plan will be developed and monitored at the Brighton and Hove Community Oversight Group.	March 2024

<p>Hospital discharge: We will develop our integrated model, implement the 2023-24 hospital discharge transformation plan, and deliver the improvements aligned with the discharge frontrunner programme. Our place-based discharge transformation work will happen to ensure efficiency within current processes.</p>	<p>This will enable us to ensure people who no longer need acute inpatient care can go home or to a community setting to continue recovery with appropriate support for any unpaid family/friend carers who help that patient.</p>	<p>March 2024</p>
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The actions we will take over years 2-5 to continue to deliver our Brighton and Hove Place-based priorities are:

What we will do	What we will achieve	When
<p>Integrated Community Teams frontrunner: We will evaluate the impact and results of our multi-disciplinary team pilot project, including the independent evaluation report. This will inform our longer-term redesign of services for people with multiple compound needs.</p>	<p>We will develop a long-term integrated model of service, where partner organisations from across the public and community sector will work together as a multidisciplinary team.</p> <p>Service-users and their carers will experience a joined-up service that best meets their multiple health and social care needs.</p>	<p>March 2028</p>
<p>Health inequalities: We will further develop our prevention programmes, in-line with our Health and Wellbeing Strategy priorities, with an increased focus on reducing health inequalities in identified populations and locations across the city.</p>	<p>We will reduce barriers, increase service use, and improve health outcomes for the most disadvantaged communities in the city.</p>	<p>March 2028</p>
<p>Children and young people: We will implement Year 2-5 action plan priorities for Foundations for Our Future Place-based Plan.</p>	<p>We will improve the support and interventions for children and young people who are neurodiverse and for children and young people with mental health needs.</p>	<p>March 2028</p>



<p>Mental health: We will transform the community mental health system, improving access through provision of holistic care, shifting investment to increasingly focus on CYP as well as prevention. Improve access to stable and secure housing and accommodation-related support for people with serious long term mental health conditions.</p>	<p>We will improve access to community mental health services – both numbers of people accessing and reduction in waiting lists.</p> <p>We will improve access to CYP mental health services - both numbers of people accessing and reduction in waiting lists.</p> <p>We will increase the number of people on the severe mental illness register.</p> <p>We will deliver a reduction in use of avoidable crisis and acute care.</p>	<p>March 2028</p>
<p>Cancer: In-line with the Brighton and Hove wellbeing strategy, we will expand cancer diagnostic and treatment service capacity, enabling earlier diagnosis of cancers through use of community diagnostic centres.</p>	<p>We will achieve the 28 day faster diagnosis standard (75%).</p> <p>We will increase the number of cancers diagnosed at stages 1 and 2.</p> <p>We will reduce under 75 mortality from cancer considered preventable.</p>	<p>March 2028</p>
<p>Hospital discharge: We will further develop and implement efficient admission avoidance and hospital discharge processes, supported by digital automation and engagement with patients and their carers. We will put in place a long-term funding plan for discharge capacity. We will embed efficiency and process learning from transformation programmes into 'business as usual'.</p>	<p>We will have quicker and more effective discharge processes, reducing the length of the time people wait to be discharged and maximise reablement and independence after discharge.</p> <p>We will ensure that more patients are able to return to their usual place of residence following discharge, increasing Home First capacity, and decreasing reliance on bedded capacity.</p> <p>We will ensure discharge pathways allow for greater personalisation to meet the individual need of the patient and their carer.</p>	<p>March 2028</p>
<p>Multiple long-term conditions: We will implement a new integrated intermediate care model for rehabilitation and reablement services including a quality outcomes framework to demonstrate benefits.</p>	<p>We will improve the support for a short time to help more people and their carers to remain in their own home while they recover from a hospital stay.</p>	<p>March 2028</p>



Difference this will make to local people and workforce in Brighton and Hove and how it will be measured

Difference for local people or workforce	How will this be measured
<p>Multiple compound needs: Life expectancy will improve for people with multiple compound needs, reducing the current 34-year gap in life expectancy between this group and the general population. Services for people with multiple compound needs will be integrated and all service-users will have access to a lead professional who coordinates their care and support.</p>	<p>Through a clear outcomes framework, that is consistent across all partner organisations.</p> <p>Through a successful redesign and commissioning of services for people with multiple compound needs.</p>
<p>Health inequalities: Models of health, care and support that focus on prevention, greater independence and choice, self and proactive care including social prescribing through a locality-based integrated neighbourhood team model. This will be tailored to the individual needs within local neighbourhoods and our communities of interest.</p>	<p>Reduction in the numbers of people accessing hospital services in an unplanned way.</p> <p>Reduction in the gap in life expectancy and healthy life expectancy for communities with health inequalities.</p> <p>Reduction in new cases of HIV, with the aim to achieve zero transmission.</p>
<p>Children and young people: We will see a reduction in waiting times for emotional wellbeing treatment and support, with a greater focus on prevention and early intervention.</p>	<p>Reduced waiting times to access services.</p> <p>Reduction in referrals to specialist CAMHS services.</p>
<p>Mental Health: Life expectancy will improve for people with serious mental illness. Improved experience of people using services by reducing barriers between services and the need to re-tell their story, reducing the potential for re-traumatisation.</p> <p>Increase in availability of preventative support including suicide prevention.</p>	<p>Life expectancy data.</p> <p>Patient Reported Outcome Measures (PROMS).</p> <p>Measurement of suicide rate.</p> <p>Reduction in waiting times.</p> <p>Increase in number of people accessing services.</p>

<p>Improve access by making it easier and quicker to get support.</p>	
<p>Cancer: Improved take-up rates of FIT testing, including groups with low participation, particularly men, people from minority ethnic backgrounds and people from deprived areas. Targeted lung health checks will lead to an increase in lung cancers being diagnosed at an earlier stage.</p>	<p>Public Health Screening Data.</p> <p>Cancer Action Group Dashboard.</p> <p>Increase take-up rates of FIT testing by 7%.</p> <p>Increase lung cancer stage 1 diagnosis by 47%.</p>
<p>Multiple long-term conditions: Lower levels of mortality and disability due and cardiovascular disease.</p> <p>People will be better supported to remain at home and retain more independence in the community.</p>	<p>Increased levels of independence.</p> <p>90% of the expected prevalence of Atrial Fibrillation is diagnosed.</p> <p>Reduced time waiting to receive reablement/intermediate care intervention.</p> <p>Reductions in people unnecessarily needing long term care.</p> <p>Reductions in need for care home placements.</p> <p>Increased proportion of care provided at home.</p> <p>Greater personalisation of discharge care and increase in number of personal health budgets and increase in proportion of people living independently at home for longer.</p>
<p>Hospital discharge: Improved discharge process to ensure people return home as appropriately as possible.</p>	<p>Reduction in the length of time between someone being ready to leave hospital and when they do.</p> <p>Maximise the proportion of people who can return home after leaving hospital.</p>

East Sussex

Improving Lives Together and our [East Sussex Health and Wellbeing Board Strategy to 2027](#) align around a shared vision where in the future health and care organisations will work in a more joined-up way with and within communities to better understand and respond to their specific needs. Support and services will be shaped around local people, rather than expect them to fit into the 'system'.

Delivering this requires a collaborative approach across all our organisations to improve health, reduce health inequalities and deliver integrated care for our population. In East Sussex, we have committed to some shared priorities and work based on the needs and assets in our population and the factors that influence people's overall health and ability to stay healthy, in addition to improving outcomes through integrated health and care. The focus of our shared work is aimed at increasing prevention and early intervention and delivering personalised, integrated care.

Our East Sussex Health and Care Partnership brings together the full spectrum of local partners responsible for planning and delivering health and care to our communities. We have comprehensive governance arrangements that support collective accountability between partner organisations for whole-system delivery and performance. The governance arrangements facilitate transparent decision-making and foster the culture and behaviours that enable system working.

Our ambitions for improving lives at place

Aligned to our system ambitions to develop Integrated Community Teams, we will build on our existing work to expand the integrated community model for our population that will better enable health, care and wellbeing for people and families across the whole of life. This will mean designing a model that best enables:

- Working together in our communities across Primary Care, community healthcare, education, social care, mental health, and the full range of local voluntary and community and housing organisations, and using our collective resources driven by a deeper shared understanding of local needs.
- Strengthening our offer of integrated care. For children and young people this will involve working with whole families and linking more closely with early years settings, schools, and colleges. For adults this includes further developing Trusted Assessor roles, rapid crisis response and support with discharges from hospital, as well as exploring ways to build more integrated leadership and roles to deliver better co-ordinated care.
- A clear focus on improving population health overall and therefore the years of life people spend in good health. This includes leisure, housing and environment services provided by borough and district councils and others.

How we will deliver our ambition

Our partnership plans to embed hubs within our integrated communities to help co-ordinate access to local sources of practical support and activities. We also want to

develop our plans for using our power as employers and buyers of services to stimulate economic and social wellbeing in our communities. This model will bring:

- Greater capacity in communities to promote mutual support, and deeper levels of joined-up and personalised care, building on the strengths and assets of individuals, families, and communities.
- Greater levels of prevention, early intervention, and ways to proactively respond to prevent situations getting worse.
- New ways to remove the barriers that prevent staff and volunteers working in different teams from working together on the ground.

Accountability through to our Health and Wellbeing Board and strong links into Sussex-wide programmes will enable a clear focus to be retained at Place on our key priority integration programmes across health improvement and reducing health inequalities, and integrated care for children and young people, mental health, and community services.

The actions we are taking this year (2023-24) to deliver our East Sussex Place-based priorities are:

What we will do	What we will achieve	When
Building on the Universal Healthcare initiative and other local programmes, we will have a joined-up approach to planning and delivering health, care, and wellbeing in Hastings, with clear evidence of integrated approaches to improving outcomes for local communities.	A planning and delivery approach agreed by Place leadership board.	March 2024
Service models will be developed and approved for scaling up across the county and an implementation timetable with key milestones agreed.	Service models will be approved by Place leadership board.	March 2024
A comprehensive stakeholder engagement process will take place to help us explore how we can improve health outcomes in cardiovascular disease (CVD) respiratory disease, mental health, and frailty/ageing as significant drivers of poor health and early death in our population.	Improvement plans approved by Place leadership board.	March 2024
Aligned to our discharge workstream, we will develop our integrated hospital discharge model, implement the 2023-24 hospital discharge capacity plan, and deliver the improvements aligned with the discharge frontrunner programme.	More people will be able to be discharged safely to a community setting.	March 2024

Our place-based discharge transformation work will happen to ensure efficiency within current processes.		
Deliver our children and young people’s programme plan with a key focus on priority workstreams to support getting the best start in life; promoting emotional wellbeing and mental health; physical health, needs of children with SEND, and our most vulnerable young people.	Family hubs with additional support for families with young children; strengthened support for long term conditions (Core20PLUS5 for CYP); clearer and improved pathway for mental health support and support for parent carers.	March 2024
We will deliver initial stages of integrated models of community mental health care within local communities, through Primary Care Network based offers and developing plans to support more people who need housing-based support due to their mental health.	In-year plan delivered.	March 2024
Networks will be developed in communities to help co-ordinate access to local sources of practical support and activities, to boost emotional wellbeing and help with loneliness and isolation.	Consolidation of networks providing access and support to local people.	March 2024
Develop our approach as an “anchor” system in East Sussex, including our plans for using our power as employers and buyers of services to stimulate sustainable economic and social wellbeing in our communities.	Approach approved by Place leadership board.	March 2024

The actions we will take over years 2-5 to continue to deliver our East Sussex Place-based priorities are:

What we will do	What we will achieve	When
Refresh and implement further actions in targeted areas to support population health improvement and integrated care in our four target conditions.	Continuation of measurable plans to improve life expectancy and healthy life expectancy and reduce unplanned use of hospital services.	March 2025



Implement the improvements to cardiology and ophthalmology through reconfigured acute hospital services.	Agreed transformation plans fully implemented improving efficiency and outcomes for local people.	March 2025
Appraise and jointly respond to forthcoming national guidance and tools and system opportunities designed to support a joined-up offer of care at Place across Primary Care, community health, adult social care, mental health, public health, and housing services which relate to health and social care.	An agreed plan to further evolve our provider collaboration at Place to support delegated responsibility for services in scope, to deliver shared population priorities for improved population health and integrated care.	March 2025
Develop a reprofiling of resource application to support a widening of emotional wellbeing services for children and young people.	Improved access to emotional health and wellbeing services that support improved experience for children and young people and reduce the need for more specialist care.	March 2026
Enhance support to families to enable the best start in life including continued development of an integrated pre and post-natal offer.	Improved experience and increased opportunities to support our most vulnerable families.	March 2026
Implement integrated community-based approaches for mental health and a wider range of early support for mental health, in-line with Sussex-wide approaches.	Reduced reliance on specialist services and improved population health and wellbeing.	March 2026
Continue phased implementation and evolution of locality-based Integrated Community Teams model.	An approach and model supported by comprehensive engagement and fully owned and embedded with communities that delivers integrated support in local communities.	March 2028

<p>Aligned to the discharge workstream, we will further develop and implement efficient hospital discharge processes, supported by digital automation, with a long-term funding plan for discharge capacity.</p> <p>We will embed efficiency and process learning from transformation programmes into 'business as usual'.</p>	<p>We will have quicker and more effective discharge processes, reducing the length of the time people wait to be discharged and maximise reablement and independence after discharge, ensuring more patients are able to return to their usual place of residence following discharge, increasing Home First capacity, and decreasing reliance on bedded capacity. We will also ensure discharge pathways allow for greater personalisation to meet the needs of individuals and carers.</p>	<p>March 2028</p>
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Difference this will make to local people and workforce in East Sussex and how it will be measured

Difference for local people and workforce	How will this be measured
<p>People will be supported to stay healthy for longer and more proactive preventative care will be available for those who need it, across the full range of organisations that can support this.</p>	<p>Reduction in the numbers of people accessing hospital services in an unplanned way.</p> <p>Reduction in the gap in life expectancy and healthy life expectancy.</p>
<p>More children and young people will be accessing assessment and treatment more quickly and will be supported to live healthier lives.</p>	<p>Improvements in health outcomes.</p> <p>Increase in the proportion of children and young people with a diagnosable mental health condition who receive treatment from an NHS-funded community mental health service.</p>
<p>More people will be able to access support with their mental health needs more quickly and closer to home and there will be more intensive bespoke housing-based options for people who need it to ensure people can leave hospital more quickly when they are ready. Staff roles will become more manageable and more enjoyable.</p>	<p>Reduction in the number of inappropriate referrals to mental health secondary services, and an increase in appropriate referrals to secondary mental health services improving outcomes, reducing waiting times and preventing issues from worsening.</p>

<p>Community care and support will be better co-ordinated to enable people to stay independent for longer, have better onward care after a spell in hospital, and ensure access to local sources of practical support and activities, boost emotional wellbeing, and help with loneliness and isolation.</p>	<p>Increase in the number of people seen within the waiting time target for reablement services.</p> <p>Number of people living at home and accessing support in their communities.</p> <p>Proportion of people with support needs who are in paid employment.</p> <p>Proportion of people who regain independence after using services.</p> <p>Proportion of people and carers who report feeling safe.</p> <p>Reduction in the numbers of people accessing hospital services in an unplanned way.</p> <p>Reduction in the average length of stay in community beds.</p> <p>Reduction in the average length of stay in Discharge to Assess (D2A) commissioned beds and increased use of D2A bed capacity utilisation.</p>
<p>People have access to timely and responsive care, including access to emergency hospital services when they need them.</p>	<p>Reduction in waiting times for GP services, community support and care services.</p> <p>Referral times for health treatment.</p> <p>Reduction in the length of time between somebody being ready to leave hospital and when they do.</p>
<p>Digital services and innovation are used to help make best use of resources.</p>	<p>Proportion of people and staff in all health and care settings able to retrieve relevant information about an individual's care from their local system.</p>

West Sussex

Our West Sussex Health and Wellbeing Board has a [Joint Health and Wellbeing Strategy 2019-2024 called "Start Well, Live Well, Age Well"](#). It sets out the Health and Wellbeing Board's vision, goals, and ways in which we will work to improve health and wellbeing for all residents in West Sussex. It was developed in consultation and collaboration with local residents, service users, multi-disciplinary professionals, and partners. It draws on evidence of West Sussex's health and wellbeing needs from the Joint Strategic Needs Assessment (JSNA).

The strategy adopts a life course approach, identifying our priorities across three themes - Starting Well, Living and Working Well and Ageing well. It consists of a few carefully selected priorities that can significantly contribute towards achieving its vision with a focus on:

- A whole system approach to prioritise prevention, deliver person-centred care, and tackle health inequalities.
- Harnessing the assets and strengths of local communities to improve health and wellbeing, creating safe, sustainable environments that promote healthy living.

The West Sussex Health and Care Partnership was formed in 2020, bringing together key local health and care partner organisations to work collaboratively to deliver the objectives of the Joint Health and Wellbeing Strategy and the Sussex-wide strategy through a Place-based plan. The partnership leads on delivering shared population health objectives on behalf of the Health and Wellbeing Board.

We have developed a model of collaboration that brings changes to people directly within their community, through our Local Community Networks. These are co-located with district and borough footprints and are empowering communities to deliver change through collaborative working between Primary Care, district and borough councils, local Public Health, and voluntary sector enterprises. We will maintain our focus in year one on how Local Community Networks can continue to make the positive changes for people who live in West Sussex, as we develop our Integrated Community Team model across Sussex.

Our ambitions for improving lives at place

Our West Sussex Health and Care Partnership responds to the challenges faced collaboratively as a group of organisations and the delivery of the priorities set out in *Improving Lives Together*. Our strategic goals are:

- **Address health inequalities:** There are stark inequalities in outcomes, access, and experience of care for maternity and neonatal service users and the opportunities and experience of staff from minority backgrounds and we will tailor our services to target the needs of our local populations and offer a personalised maternity journey that wraps around the individual and their family. We will prioritise the improvement of healthy life expectancy through tackling the key health inequality related conditions and ill health relating to CVD, respiratory and cancer. We will utilise approaches such as tobacco

control, cancer screening and health checks and work together with key stakeholders across the area to target our activity and resources where it is needed most based on need and evidence of what works. We will make care more personalised so that people can access health and care services that are more tailored to their needs, make sense to them and focus on what really matters in their lives.

- **Integrate models of care:** We have opportunities to further develop how our services work together to streamline pathways for patients, improve experience and create more integrated approaches. Through integrated services we will remove the unnecessary barriers between our services that are all working to support the same local people and create more sustainable models of care.
- **Transform the way we do things:** We will continue to improve our services where it will have the greatest impact, taking the opportunity to address health inequalities and strengthen our integrated approach. We will continually review our joint transformation priorities year-on-year, systematically improving our services.

How we will deliver our ambition

The West Sussex Health and Care Partnership Place-based Plan uses evidence from the Joint Health and Wellbeing Strategy to determine local priorities and key areas for change agreed across our partners and within the framework of the ambitions outlined above. To support the delivery of the system-wide priorities and our strategic goals, there are six specific priority areas for change that have been identified from the Health and Wellbeing Strategy for West Sussex:

- **Tackling the wider determinants of health:** We will work together to influence the many determinants of healthy living, such as how services are accessed and how communities can be empowered to support healthy living for their residents.
- **Addressing health inequalities:** We will have a targeted and focused approach for those with most need and who need additional support.
- **Adults Services:** We want to help people 'live the life they want to lead', by remaining independent for as long as possible and maintaining a high quality of life.
- **Children and Young People:** We will improve the existing support to children and young people so they can have the best possible start to life, through our West Sussex Children First programme.
- **Mental Health:** We will expand our support for people with mental health needs to address the growing need, delivering the best standard of physical health checks for people with mental illness, and developing sustainable housing solutions for people living with long-term mental illness.
- **Learning Disabilities and Neurodevelopmental needs:** We will provide greater focus and support for those with a learning disability and neurodevelopmental needs, by reforming our children's and young people's neurodevelopmental diagnosis and care pathway, including social support.

The actions we are taking this year (2023-24) to deliver our West Sussex Place-based priorities are:

What we will do	What we will achieve	When
<p>We will develop and agree a business case and implementation plan for a new Bognor Diagnostics Academic Centre.</p> <p>We will develop education, training and develop courses to support local people in gaining employment in this sector.</p>	<p>We will be able to provide additional capacity for diagnostic tests.</p>	<p>September 2023</p> <p>March 2024</p>
<p>We will complete a public consultation, produce, and agree a business case and start to mobilise a new model for stroke services in the coastal area of West Sussex subject to the outcomes of the public consultation.</p> <p>We will develop our cardiovascular disease reduction priorities in West Sussex including hypertension case finding and treatment, and the restoration of the NHS health checks programme.</p>	<p>We will be able to become fully compliant with national standards for acute stroke services.</p> <p>The West Sussex Cardiovascular Disease Reduction action plan will be developed and monitored at the West Sussex Cardiovascular Disease Reduction group.</p>	<p>December 2023</p> <p>March 2024</p>
<p>Aligned to the Integrated Community Frontrunner programme, we will develop new models of care for our priority services in Crawley, produce and agree the business cases (including impact measures) and implementation plans for our four priority service areas and a strategic outline case for improvement to our estates.</p>	<p>We will be able to tailor our services and improve access for the most disadvantaged communities in Crawley. This includes the development of a new Community Diagnostics Centre at Crawley Hospital, and new improved facilities for the Child Development Centre at Crawley Hospital.</p>	<p>March 2024</p>
<p>Aligned to the discharge workstream, we will develop our integrated hospital discharge model, implement the 2023-24 hospital discharge capacity plan, and deliver the improvements aligned with the discharge frontrunner programme.</p>	<p>We will be able to ensure people who no longer need acute inpatient care can go home or to a community setting to continue recovery.</p> <p>We will also ensure Place-based discharge pathways are</p>	<p>March 2024</p>

Our Place-based discharge transformation work will happen to ensure efficiency within current processes.	aligned to national best practice and achieving maximum efficiency.	
We will develop a new integrated intermediate care model for rehabilitation and reablement services and a business case and implementation plan for the new model.	We will be able to ensure people receive rehabilitation and reablement care in a timely manner, through teams working together in reducing unnecessary duplication and handovers.	March 2024
We will create an emotional wellbeing pathway focused on ensuring that the best outcomes are achieved for children and young people and embed training at point of induction for social workers and annual refreshers thereafter.	We will be able to improve the support and interventions for children and young people with autism and or mental health issues.	March 2024
We will review our joint commissioning arrangements for learning disabilities, mental health, and neurodevelopmental services.	A robust and transparent Section 75 agreement which sets out the joint and pooled commissioning and provider arrangements between West Sussex Adult Social Care and NHS Sussex West Place to meet the needs of residents. This will enable the introduction of new clinical governance measures on Case Review Process to ensure best practice and compliance to new regulations.	March 2024

The actions we will take over years 2-5 to continue to deliver our West Sussex Place-based priorities are:

What we will do	What we will achieve	When
We will implement tailored health services and service models for our priority service areas in Crawley to meet the needs of the population with a focus on the most disadvantaged communities.	We will increase service use by the most disadvantaged communities in Crawley. We will have improved health outcomes for the most disadvantaged communities.	March 2028

	We will have co-ordinated utilisation of estates and assets across health and social care.	
We will deliver the Bognor Diagnostics Academic Centre.	We will contribute to the West Sussex diagnostic programme to enhance access to diagnostics for patients across Sussex with our CDC capacity, improved diagnostics pathway, and capital investment in services. We will increase in numbers of physiological and imaging workforce being trained or being employed.	March 2028
<p>We will create access to 24/7 acute stroke centres for the coastal area of West Sussex, subject to the outcome of public consultation.</p> <p>We will further develop and implement seamless rehabilitation pathways to ensure people can return home as soon as their acute episode is resolved.</p> <p>We will implement our cardiovascular disease reduction priorities.</p>	<p>We will have a fully compliant stroke pathway from prevention through to hyper-acute care to rehabilitation in place for the population.</p> <p>We will have better long-term outcomes for patients and their carers and reduced mortality/ disability due to stroke and cardiovascular disease.</p>	March 2028
<p>We will further develop and implement efficient hospital discharge processes, supported by digital automation.</p> <p>We will put in place a long-term funding plan for discharge capacity.</p> <p>We will embed efficiency and process learning from transformation programmes into 'business as usual'.</p>	<p>We will have quicker and more effective discharge processes, reducing the length of the time people wait to be discharged and maximise reablement and independence after discharge.</p> <p>We will ensure more patients are able to return to their usual place of residence following discharge, increasing Home First capacity, and decreasing reliance on bedded capacity.</p> <p>We will ensure discharge pathways allow for greater personalisation to meet the needs of the individual and their carer.</p>	March 2028



<p>We will implement a new integrated intermediate care model for rehabilitation and reablement services including a quality outcomes framework to demonstrate benefits.</p>	<p>We will improve the support for a short time to help more people remain in their own home while they recover from a hospital stay.</p>	<p>March 2028</p>
<p>We will implement a new emotional wellbeing pathway to further support and interventions for children and young people with autism and or mental health issues.</p>	<p>We will ensure that within 24 hours of admittance to a paediatric ward due to autism, learning disabilities or mental health concerns, there is a multi-disciplinary plan to ensure a discharge in-line with their best interest.</p>	<p>March 2028</p>
<p>We will continue with our Joint Commissioning Review in West Sussex to further enable delivery of the priorities set out in <i>Improving Lives Together</i>, the Adult Social Care Strategy, and the Children First Strategy.</p>	<p>We will reform our joint commissioning governance to support the continued development of integrated health and care partnership working at system, Place and local community level.</p> <p>We will realign our strategic and financial joint commissioning arrangements to match our local population health priorities, and the priorities set out in our health and care strategic plans.</p>	<p>March 2028</p>



Difference this will make to local people and workforce in West Sussex and how it will be measured

Difference for local people and workforce	How will this be measured
<p>Improved health outcomes for the most disadvantaged communities in Crawley.</p>	<p>Improved health outcomes across a number of areas including maternity, mental health, and long-term conditions.</p> <p>Improved access across a range of services for our most disadvantaged communities.</p> <p>Increase uptake of translation services, more services available outside 9-5, Monday to Friday.</p>
<p>Improved access and capacity of diagnostics in Bognor</p>	<p>People will have access to their diagnostics at more convenient times.</p> <p>Reduced waiting times for diagnostics.</p> <p>Local residents in local university diagnostics related courses.</p> <p>Increased workforce supply, skills mix and new roles across imaging workforce.</p>
<p>Lower levels of mortality and disability due to stroke and cardiovascular disease.</p>	<p>Increased number admitted to stroke ward within four hours and spend 90% of their time there.</p> <p>More lives saved 90 days post discharge.</p> <p>Increased levels of independence.</p> <p>90% of the expected prevalence of Atrial Fibrillation is diagnosed in every practice in West Sussex.</p> <p>90% of people already known to be at high risk of stroke are adequately anticoagulated.</p>

<p>Improved discharge process to ensure people return home as appropriately as possible.</p>	<p>Reduction in the length of time between someone being ready to leave hospital and when they do.</p> <p>Reduction in overall number of patients who are ready to leave hospital but cannot.</p> <p>Maximise the proportion of people who can return home after leaving hospital.</p>
<p>People will be better supported to remain at home and retain more independence in the community.</p>	<p>Reduced time waiting to receive reablement/intermediate care intervention.</p> <p>Reductions in people unnecessarily needing long-term care.</p> <p>Reductions in need for care home placements.</p> <p>Increased proportion of care provided at home.</p> <p>Greater personalisation of discharge care and increase in number of personal health budgets.</p> <p>Increase in proportion of people living independently at home for longer.</p>
<p>Improved outcomes for children and young people with autism and mental health issues</p>	<p>Within 24 hours of admittance to a paediatric ward due to autism, learning disabilities or mental health concerns there is a multi-disciplinary plan to ensure a discharge in line with their best interest.</p> <p>Mental health, autism and learning disability module for social workers at university.</p>
<p>A shared set of strategic priorities and plans with integrated and streamlined commissioning arrangements and use of resources supporting delivery.</p>	<p>By streamlining and strategically aligning the West Sussex Joint Commissioning activities between local government and the NHS to population health priorities for children and young people, people living with a learning disability or neurodiversity or long-term mental illness, we will aim to deliver:</p>

- Care models that enable greater independence, choice, and self-care.
- Greater technology enabled care to support more people to live independently at home.
- Better long-term health outcomes by tackling health inequalities experienced by people with learning disabilities, or mental illness.

SECTION 6

Other areas of focus

To support the delivery of our ambition and the four delivery areas, there are other areas that will require continued focus, either within the actions of our improvement priorities or as distinct pieces of work. These are set out below.

Prevention

Prevention is a key principle that underpins the delivery of our ambition. This includes supporting good physical health, supporting people to be socially connected, supporting emotional wellness and positive mental wellbeing, supporting people to feel safe in a clean and sustainable environment. The work being undertaken to deliver our Health and Wellbeing Strategies has prevention as a core focus and this will be taken further with the development of our Integrated Community Teams.

We are committed to the delivery of our Sussex Improving Population Health Strategy and the key priorities in the Sussex Strategic Framework for Health Inequalities. We continue to embed Population Health Management methods to identify target populations for health conditions, prevention programmes, racial health disparities and focussed personalised care interventions. We also have a series of programmes of work to address Core20PLUS5 for children, young people, and adults.

Increasing our focus on addressing the needs of children and young people is also an important element of our commitment to prevention. Using the system Children and Young People's Board to ensure that the work of all our Delivery Boards address the needs of children and young people will help us to identify and take opportunities, where we can, increasingly to shift the profile of our investment into prevention while still continuing to provide the health and care needed across our population.

We will measure the success of our prevention work through:

- An increase in healthy life expectancy for males and females and a reduction in the inequalities in healthy life expectancy.
- A reduction in the prevalence of overweight children in reception and year six of primary school.
- An increase in the percentage of children and adults meeting the recommended levels of physical activity.
- Meeting national targets for vaccinations and immunisations.
- A reduction in rates of emergency admissions and subsequent loss of independence due to falls.

- More adult social care users and adult carers have as much social contact as they would like.
- More people aged 40-74 offered and taking up an NHS Health Check.

Maternity and Neonatal Care

Maternity service reviews undertaken across England identified the need to proactively identify Trusts that require support before serious issues arise. To safeguard Sussex residents using our perinatal services, we must ensure we can identify adverse outcomes early and act swiftly whilst we embed learning from these national investigation reports. The processes and ways of working we have developed across our local maternity and neonatal system (LMNS) partners will continue to support our response to key national reports, Ockenden and Reading the Signals.

NHS England published the three-year Maternity and Neonatal Delivery Plan which details the national ambition of ensuring that care is safer, more personalised, and equitable and based around the themes below. NHS Sussex is collaborating with the LNMS to develop provider and system plans to respond to these recommendations.

- Listening to, and working with, women/people and their families with compassion.
- Growing, retaining, and supporting the workforce.
- Developing and sustaining a culture of safety, learning and support.
- Standards and structures that underpin safer, more personalised, and more equitable care.

Safeguarding

We want to ensure all children, adults, families, and communities across Sussex are safe and free from all forms of abuse and harm. This involves a whole-system multi-agency approach that crosses all ages, places where people live and work, communities, and systems.

NHS Sussex has an agreed [strategic approach](#) to maintain safe and effective safeguarding and Looked After Children services and to strengthen arrangements for safeguarding children and adults at risk from abuse and neglect across Sussex. We are required to demonstrate how our strategic and assurance arrangements enable us to carry out the duties and functions specified under the [Care Act \(2014\)](#) and the [Children and Social Work Act \(2017\)](#). We have an extensive and wide-reaching approach which includes:

- Clear systems to train staff to recognise and report safeguarding issues.
- A clear line of accountability for safeguarding and Looked After Children, reflected in our governance arrangements and overseen by NHS England.
- Arrangements to work with local authorities through our Safeguarding Children Partnerships and Safeguarding Adult Boards.
- Arrangements to share information between service providers, agencies, and commissioners.

- Designated doctors and nurses who are responsible for safeguarding adults, children and looked after children.
- A child death review team, who are responsible for reviewing deaths in childhood, including nurses and a designated doctor.
- Child Protection Information Sharing (CP-IS) will continue to be rolled out across Sussex.

Quality

NHS Sussex has a statutory duty to ensure quality of care is maintained across services and meets the Care Quality Commission minimum standards for quality and safety, and that our health and care organisations have systems in place to check the quality and safety of care provided. Our quality assurance and improvement frameworks support our workforce in ensuring that our populations experience the best possible care. We will know that we are making a difference because:

- People that inspect our health services will agree that they are safe and the measures for rating our services, such as those set out by the Care Quality Commission (CQC) will have improved.
- Our workforce will tell us that our services are improving in quality. By April 2024 we will have co-produced meaningful measures of quality and safety with our people and communities as well as an improvement target for the subsequent five years.
- People will report a better experience of contacting our Primary Care services.
- Our staff will be able to talk about and report quality and safety concerns freely without fear of speaking up or being criticised.
- There will be evidence that we are working more closely and better together to improve quality, responding to complaints more quickly, and running educational events to teach people how to create better quality and safety in our integrated services.

Supporting social and economic development

Supporting local social and economic development across Sussex is one of the core aims of achieving our ambition. This will be done through our focus on the wider determinants of health across local people and communities, including access to education and skills, good employment and quality, affordable and sustainable homes – all the things that can help people and communities to thrive and prevent the need for medical intervention and give people the best opportunities for improving their lives.

We want to develop our health and care organisations into ‘anchor institutions’, where they will use their sizeable assets and ways of working to support the health and wellbeing of local communities and help address health inequalities. NHS Sussex is committed to using its evolving anchor role to explore and develop new networks across the region with the intention of establishing a greater understanding of the cross-sector impacts of health inequalities in Sussex and enabling policymakers from the system and wider sectors to come together to share ideas

and develop health focused solutions. A growing socioeconomic challenge in the region and a significant determinant of a healthy and happy life is housing, from quality and accessibility to affordability, NHS Sussex will work with established and new partners to explore strategic options to tackle housing challenges.

This represents a new way of working for our system and it is recognised that it will take time to establish how partners can achieve this ambition most effectively together. To support this, in year one we will establish a baseline understanding of current work happening across the system that we can build on over years 2-5. This will include:

- Procurement activity which promotes local supply chains and local employment opportunities with a living wage.
- Employment initiatives that can assist with recruitment and retention of staff, as well as supporting the wider economy of Sussex.

Climate change commitments

Since 2010, the NHS has reduced its emissions by 30%, exceeding its commitments under the Climate Change Act. In doing so, we have learnt that many of the actions needed to tackle climate change will directly improve patient care and health and wellbeing. This is because many of the drivers of climate change are also the drivers of ill health and health inequalities.

[Together to Zero](#) is our plan for a greener NHS in Sussex. The plan sets out how we will work together as partner organisations across our system to reduce carbon emissions and build an NHS more resilient to the effects of climate change. It also sets out a number of key areas for action on climate change that pose the most significant co-benefits for health, and which drive at greater efficiency and productivity. The plan supports the individual organisational plans of our NHS providers and will support the effective delivery of our Integrated Community Teams and Health and Wellbeing Strategies.

Evidence, research, and change methodology

We want to be driven by the best evidence and be at the forefront of improving health and care in our communities. To do this we will generate and use research evidence and create a culture of innovation to bring the best new approaches to Sussex. A new group is being developed called the Innovation and Research Hub, which will aim for the first time to bring together a Sussex-wide approach to Innovation, Research and Evaluation. The Innovation and Research Hub will hold the relationships with academic and research networks, national bodies, universities, local economic groups, and national and local industry groups. The introduction of the Innovation and Research Hub will bring the most progressive approaches in healthcare into Sussex. Having a streamlined approach to evidence finding, impact analysis and implementation will reduce the time lost through the current fragmented approaches but also accelerate the introduction or spread of useful technologies, medicines, or practice.

SECTION 7

Developing and delivering our Shared Delivery Plan

Our Shared Delivery Plan meets national guidance and takes account of key national, regional, and local strategies and policies. In-line with guidance, we will review and update the plan before the start of each financial year. We may also revise the plan in-year if considered necessary.

Planning approach and principles

Three principles describing the Shared Delivery Plan's nature and function have been co-developed with systems across the country, Trusts and national organisations representing local authorities and other system partners. These are:

- Principle 1: Fully aligned with the wider system partnership's ambitions.
- Principle 2: Supporting subsidiarity by building on existing local strategies and plans as well as reflecting the universal NHS commitments.
- Principle 3: Delivery focused, including specific objectives, trajectories, and milestones as appropriate.

Maximising the power of partnerships

Improving Lives Together outlines a commitment to maximising the power of partnerships to ensure organisations responsible for health and care work together in the best possible way for local people.

To enable the most effective delivery of our Shared Delivery Plan, it has been agreed that organisations will work together across four different levels:

- System level – across the whole of Sussex
- NHS provider level - across NHS organisations.
- Place level - across the footprints of our three local authorities.
- Local community level – to support the development and delivery of the Integrated Community Teams

This way of working will enable better integration of services, use of resources, co-ordination, planning, and decision-making that will lead to better joined-up care for local people and better ways of working for our staff. It also supports national policy and guidance. To enable this to happen, we are developing a new operating model across the system that will have a 'golden thread' of all organisations working in the best possible way for local people and patients. In doing so, we will respect the statutory and corporate accountabilities and responsibilities of all organisations.

This will require every statutory organisation to start to work in a new way across the four different levels from April 2024.

System level

We will continue to work at a Sussex-wide system level through the existing statutory architecture that was established with the formal formation of our Integrated Care System.

The [Sussex Health and Care Assembly](#) is the Integrated Care Partnership for Sussex, which is a joint committee established by NHS Sussex, Brighton and Hove City Council, East Sussex County Council and West Sussex County Council in accordance with the constitutions of each body. The membership of the Assembly includes wider partners, including our three Universities, further education, the housing sector, the local enterprise sector, Healthwatch, and the Voluntary Community and Social Enterprise sector. The purpose of the Assembly is to bring a broad section of system partners together to approve and facilitate the strategic direction for meeting the broader health, public health, and social care needs of the population. This allows for partnership and collaborative working to take place across wider partners.

NHS Sussex Integrated Care Board (ICB) is the statutory NHS organisation responsible for the oversight of performance, quality, and resource allocation of NHS services across Sussex. This is done by working with NHS providers and a legal obligation to work with Local Authority partners. The NHS Sussex Board is made up of independent Non-executive Directors, partner members from NHS providers, local authorities, and Primary Care, as well as Executives. The future function of NHS Sussex will change to be predominantly focused on the strategy and planning for the system to achieve improved outcomes for the population. A new operating model will be developed during 2023-24 and will be in place from 2024-25.

NHS provider level

A Provider Collaborative will be established, which will involve NHS providers working together in a more formal, effective, and joined-up way for the benefit of patients and staff. The collaborative will design the service transformation models to deliver the strategic priorities, in co-production with partners, at Place and local community level. The provider collaborative will include Primary Care as part of the membership.

Place level

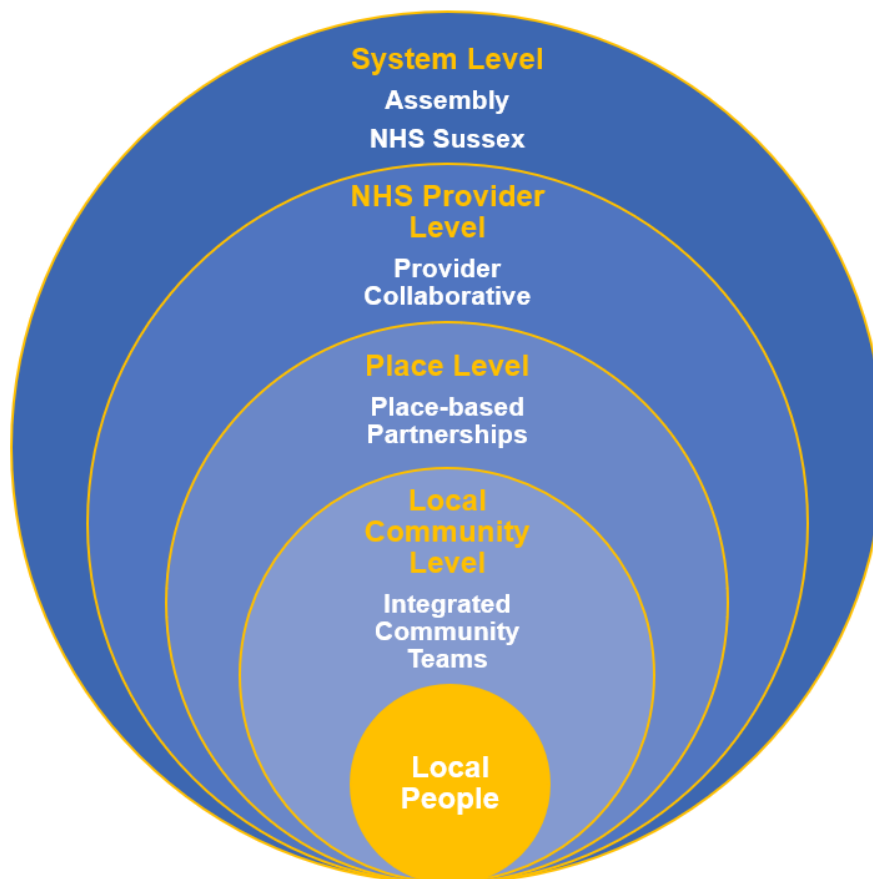
We will strengthen how our organisations work together across our populations in Brighton and Hove, East Sussex and West Sussex through Health and Care Partnerships and delivery of the Place-based Health and Wellbeing Strategies. Place will be the intermediary tier for the NHS and the primary tier for the Local Authority to discharge its statutory responsibilities to meet residents' needs in their council area. It will oversee and provide leadership for the delivery of services at community level and fulfilment of legal duties in respect of Place-based partnerships including with Health and Wellbeing Boards.

Local community level

We will integrate services and ways of working at a local community level through the formation of Integrated Community Teams. We are consciously using the term ‘community’, rather than ‘neighbourhood’ which is also often used to represent integration at a very local level, as we will have a broader focus on people’s individual needs that will stretch beyond simply the geographical location they live. By community, we mean both the recognised local area someone lives and communities that people identify with, such as those with the same interest, beliefs or ways of life.

Integrated Community Teams will be the focus for prevention, self-care, and providing support to help people make choices about their care and look after their own health priorities, enabled by strengthened Primary Care and assets-based approaches with communities. They will be supported to develop new approaches across Sussex which will be based on empowering our communities, the promotion of local leadership, equality of partnership between participating organisations, a permission to innovate for local people and for staff, and a different approach to working with people. As our communities across Sussex are all unique, partner organisations will have to work in a pragmatic and flexible way at this level and will be supported to do so. This will involve changes to how partners have worked in the past to ensure they are able to work in an integrated way at a local level.

Figure 3: Strategic levels of joined-up working:



Governance and leadership

Governance for delivery

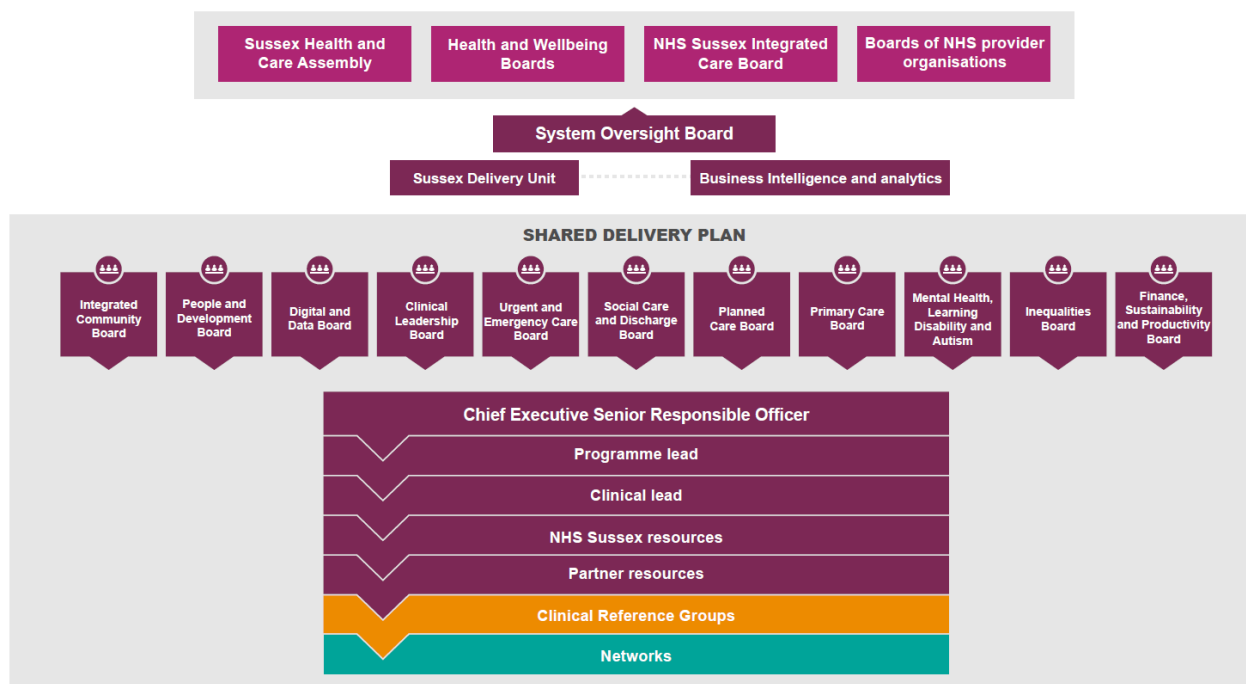
The delivery structure for the Shared Delivery Plan is outlined below. This involves each of our Long-term Improvement Priorities (Delivery Area 1), Immediate Improvement Priorities (Delivery Area 2) and Continuous Improvement Areas (Delivery Area 3) having a Delivery Board to lead the delivery of the agreed actions, chaired by a system Chief Executive Officer. Each will have a workstream that will be resourced from across system partners. The work of these Boards and workstreams will be overseen by a System Oversight Board.

Each workstream across Delivery Area 1 and 2 will give due regard to the continuous improvement areas and ensure they are embedded within the work taking place and all will ensure they are supporting the aims and ambitions of *Improving Lives Together* in:

- Improving health and health outcomes for local people across the life course, with particular focus on children and young people;
- Tackling health inequalities;
- Working better and smarter; and
- Supporting communities to develop socially and economically, including sustainability.

The delivery Boards will develop detailed workplans and milestones for each workstream and will use insight and data to create outcome frameworks.

Figure 4: Governance structure for delivery:



System Oversight Board

The core functions of the System Oversight Board (SOB) will be to oversee the implementation of the Shared Delivery Plan and to provide leadership with regards to strategy, and resolution of system risk.

SOB will report into the NHS Sussex Executive Committee and onwards to the NHS Sussex Board. Members will be required to report back from SOB through to their respective organisational boards and leadership forums to ensure system alignment. The new SOB replaces the former System Leadership Forum and is made up of Chief Executive Officers from the statutory NHS organisations, GP Federations, and senior representatives from the Local Authorities. This includes the leadership of Surrey and Sussex Healthcare NHS Trust.

Financial strategy and delivery plan

Work has taken place across the system to co-produce a plan to deliver our long-term strategic ambitions. However, it is important to recognise public sector financial constraints over a number of years, which therefore means delivery of this plan is subject to an underpinning financial strategy which will be developed by September 2023. As a result of this there may be further strategic and operational change required to underpin delivery over the next five years, the size and impact of which will need to be captured.

Engagement and partnerships

Our Shared Delivery Plan has been developed across system partners and is informed by national, regional, and local evidence, guidance, and insight. To support the co-development process, we have established an engagement working group, working with:

- The Sussex Health and Care Assembly members
- Primary Care providers
- Local Authorities and each relevant Health and Wellbeing Boards
- Other systems in respect of providers whose operating boundary spans multiple systems
- NHS providers
- Healthwatch
- The voluntary, community, and social enterprise sector
- People and communities that will be affected by specific parts of the proposed plan, or who are likely to have a significant interest in any of its objectives, in accordance with the requirement to consult.

[Insight from engagement with people and communities](#) across Sussex over a two-year period underpinned the development process of *Improving Lives Together*, and thematic analysis of this insight has informed the creation of the Shared Delivery Plan. Enhanced engagement opportunities were also offered via online sessions for Foundation Trust Governors and the public, discussions with members of the Sussex VCSE sector, Healthwatch and with other key partners.

Extensive workforce engagement was also undertaken with insight collated from the national NHS staff survey results and from NHS organisation and Local Authority “pulse” surveys.

As we deliver the actions outlined in our Shared Delivery Plan, we are committed to making sure we continue to reach and hear from as many people as possible across Sussex, and ensuring their experiences, views and suggestions shape and influence our work. Each Delivery workstream will set out how the public and patients will be involved and engaged as part of their workplans for the delivery of the agreed actions. Our [Working with People and Communities Strategy](#) outlines our approach to public engagement and how we meet the legal duties around involvement.

Feedback on Draft Sussex Shared Delivery Plan: West Sussex Health and Wellbeing Board 27th April 2023

Compiled by Chris Clark

Introduction

The West Sussex Health and Wellbeing board and the WSCC Cabinet briefing received and endorsed the Sussex Integrated Care Strategy in 2022 and gave their support for the Sussex Health and Care Assembly to approve the Strategy in December 2022.

Support for approval was given in West Sussex with the caveat that a delivery plan, including key milestones and improvement measures, was developed rapidly following this. Following the publishing of the Draft Shared Delivery Plan, this was presented to the West Sussex Health and Wellbeing Board on 27th April 2023. This report compiles the feedback that HWB members have provided, to be considered for including in the final version of the SDP.

A final version of the SDP will be presented to the WSCC Executive Leadership Team on 22nd May 2023, and to the WSCC Cabinet on 30th May 2023, where approval will be sought for the final plan to be put forward for sign off.

Responses from West Sussex HWB Members

Strongest themes and Summary of feedback given during the meeting:

- The delivery areas have a compelling logic to them, and members agreed that the plan gives a good balance between responding to immediate issues, which will draw public interest, with longer-term improvement priorities.
- The plan is highly ambitious, which is welcomed, but is the plan accurate enough about the risks and issues that will make delivery challenging. Can there be more specific about the timeline for the key deliverables in the form of a programme schedule – building on the chart in the appendix that begins to do this.
- The plan in isolation has a feel for being too NHS-centric, in the absence of additional information from the place-based plans. As this is a shared delivery plan, can there be a greater visibility of what Adult Social Care and the VCSE Sector are trying to achieve by working in partnership with the NHS.
- There is a national NHS Workforce plan, but not one for Adult Social Care. Can the SDP be more explicit that the workforce objectives set out apply to ASC and VCSE as much as they do to NHS.
- Very pleased to see on p54&55 the clearly aligned plans for children and young people's emotional wellbeing and mental health and the

commitment to expand support into schools. This aligns well with childrens services priorities.

- Members emphasised not to underestimate the important that the public hold in being able to access GPs and the variance that their residents experience with this. There is a request that the plan should be clearer how it expects to deliver the improvements in patient satisfaction and improvement set out to be delivered by the end of year 1 given the significant recruitment issues experienced in primary care. Can there be more detail in the content around virtual access, following in the path of virtual wards, and also a commitment that by managing demand through virtual appointments, the remaining physical appointments should improve in quality.
- Sussex has a relatively very high proportion of older people living within our population, and the plan does not give a strong enough recognition of this.
- Can the plan or associated documents provide the detail on where the partnership involvement work has taken place and where local partners can continue to be involved. This is in the context of the ICS programme structure at a system level, but also at a place level.
- Is there a single repository of where all the engagement and feedback is collated where partners can access and understand what has been done already – can this be highlighted in the final plan.
- On page 29, can there be a reference to the £1m shared prosperity funding that has been put forward to support these three wards – this would be an important example and recognition of genuine integrated working that is taking place.
- There is reference to health inequality but not really any detail about how this plan will tackle health inequality, the postcode lottery of life expectancy across Sussex, and the wider determinants of health.
- Can there be a reference to how the system works with communities who are on the periphery of other systems, eg. Crawley and Surrey.
- The mental health, learning disabilities and neurodiverse work is all described within one workstream. Can the SDP be more explicit that these are not all the same thing, and whilst they sit under a single workstream they will very much be treated as separate areas of priority.

More Detailed Feedback given in writing from HWB Members

- Just to recap in summary form what I said at the HWB. This concerned plurality of access to services and the importance of Development Area Two with its focus on immediacy – those areas obviously of greatest public interest or concern.
- I also referenced the possibility of the beginnings of the commercialisation of quantum computing and its potential relative power compared to the

digital world, and how, because of Sussex-based capabilities and initiatives, we should be conscious of opportunities to deploy this technology.

- I would add data sharing capabilities as a priority, subject to the constraints of GDPR, but not excessively compromised by them. Based on recent experience with having to wrongly submit an FOI to NHS Sussex, we need an initiative which should be aimed at securing a “common understanding” of GDPR within the ICS, one which maximises our potential for data-sharing, avoids unnecessary FOIs and prioritises serving the customer.
- We also need to keep pushing the prevention agenda and how returns (and reduced NHS demand) benefits are very great compared to the resources deployed. There will soon be a one-hour LGA webinar, “Why isn’t central government policy more preventative”, or words to that effect. We really need to be making the system case for prevention, and it not be an afterthought. Prevention should be seen as the beginning of a pathway to prevent and/or defer the onset of demand for NHS primary and secondary care services.
- Finally, I would highlight that the workforce challenge priority should really recognise the existence of a system-wide workforce contributing to the Integrated Care Strategy and the Shared Delivery Plan. Absence of this recognition seemed all too apparent at the recent Health and Care People Summit. Local Government, the VSCE, the NHS and others could assist by highlighting the role that different people/positions in their organisations contribute to the ICS. Referring to my previous paragraph, a failure to recognise a system-wide workforce effectively ignores the local government public health role.
- There is recognition within the plan that immediate improvements need to be made to health and care services and that work is already taking place to improve these services. However, one of the priorities has to be improving access to Primary Care, ie appointments at GPs surgeries.
 - I have recently had personal experience of this – having fallen ill on Good Friday, I contacted 111, but due to deterioration in my condition, visited A&E on Easter Monday. The system worked well, it took 3.5 hours, but I saw a doctor who prescribed steroids and antibiotics. I was told to follow up the following Monday with my GP; when I contacted them by telephone, I was told there were no appointments that week whether it was urgent or not. I managed to get an appointment the following week, 2 weeks after my consultation in A&E. I have now been referred on for further tests.

- How do we resolve this shortfall in GP appointments? In my opinion there are not enough GPs working full time; surgeries being run as independent practices is surely outdated particularly when new doctors are required to “buy” into the practice. Would it not be more practicable for the NHS to take on the cost of running these practices, doctors being paid according to NHS pay levels with more flexibility as to where GPs are based?
 - Does the NHS workforce policy include GPs and practice nurses? Should GPs revert to being on-call out of hours?
- There is no doubt that Covid-19 has had a devastating effect on the health of the population, particularly those more vulnerable residents, as well as a knock-on effect on the workforce with early retirement in some cases.
 - There are more older people with co-morbidities and although some people are living longer, their quality of life has decreased. How do we address this?
- “Starting Well, Living and Working Well, Aging Well” are excellent aims, but the pandemic will no doubt have affected this and how do we really make it happen at place? We need to make this more visible and promote it particularly during early years.
- With regard to page 25 of the report, “Making our ambition a reality” – it is difficult to understand how these four delivery areas will fit into the five-year plan. Along with the ambitions of the plan, there needs to be a timeline that explains how it all fits – perhaps it could be colour coded to show priorities, immediate outcomes, etc.
- I fully support integration of all services and particularly integrated community teams. There are many good services already in existence in local areas. These services differ according to locality and the key will be buying into those good services that are already delivering good outcomes without throwing out the baby with the bath water. During the pandemic WSCC Community Services were in contact with a number of local organisations who were able to get things done. This data and information needs to be shared so it is not overlooked.
- Whilst supporting the initiative of improving Crawley Lives Together, it should not be forgotten that there are other areas of deprivation, particularly along the south coast and these should be included in order to tackle health inequalities.
- Growing and developing our workforce: This cannot be achieved without a workforce strategy for both the NHS, ASC, providers and the third sector. There should be parity of pay, travel allowances, pension

contribution, etc, offered to all those who work in the health and social care sector. It is not only about further education, but it should also allow those who don't follow this path, to have the opportunity to train and develop to improve their skills and employability.

If we are going to develop a "one team" approach across health and care, it is imperative that data can be shared digitally without delays.

How will we support staff to develop new skills or expand them? We need to engage with schools to encourage younger people to be interested in a career in health and care, perhaps offering job experience during the holidays in different settings so they can build up a dossier of experience?

- What is a People Plan with a three-year delivery roadmap?
- Which communities will be identified and will they include rural areas as well as urban?
- How will a single system recruitment framework be implemented?
- What is the compelling offer for multi-skilled professionals?
- Improving digital technology and information needs to be kept simple and consistent and shared across all partners - are you confident that this can be delivered?
- Will there be provision for those who are not digitalised?
- Who will be responsible for setting up this new technology and how will it be funded?
- Should there be community and third sector representation based in GP practices or medical centres?
- Encouraging referrals to Pharmacists is excellent but are pharmacists happy with this or do they expect closer working with primary care?
- In my opinion, the patient satisfaction scores regarding easier access for residents contacting their GPs included in this report are unrealistic.
- Should there be more investment in emergency services, such as more immediate response paramedics who can triage patients to avoid them going to hospital?
- How will waiting times be reduced if hospitals are experiencing staff vacancies, sickness, absences, etc? Workforce is key to this.
- Should there be more wellbeing clinics for older people so they can have regular check-ups? (What happened to the Well Man and Well Woman clinics?)

Agenda Item 7

- Would waiting lists be reduced if hospitals operated 7 days a week, 24 hours a day?
- Can outpatient care be delivered outside of hospitals?
- To establish a better flow for patients ready for discharge, should there not be more reablement facilities, extra care facilities, etc.? More investment in Home First?
- How are you going to work more closely with providers?
- Co-production is key, people do not like being done to.
- More people are suffering from mental health issues since the pandemic, particularly among younger people. As this is such a big subject, I feel it should have its own heading rather than be put together with Learning Disabilities and Autism. People with LD and Autism do not want to be labelled as necessarily having mental health issues, they wish to be treated in the same way as other residents, not differently. It is not just about their health checks, it is about living an independent life with choice and control.
- Clinical leadership should be strong, clear and not "risk adverse", the aim should be to provide the right outcomes for individuals with best value for money.
- Health and Wellbeing strategies should determine the way forward and be the template for delivering the best outcomes in West Sussex.
- Prevention is key to stopping residents developing complex needs, thus avoiding hospitalisation and residential care.
- What is the expectation for this plan to be scrutinised on a regular basis? Will there be an independent panel set up for this?
- Its good to see that the ICB are developing a 5-year plan and I agree that the focus is on realising that not everything can be achieved at once. Some things do need to be achieved pretty immediately though and that is around Delivery Area 2 'Immediate Priorities and Primary Care' particularly with respect to access to primary care.
- The paragraph regarding variability in access does not really outline just how dire the situation is in some parts of the county As I eluded to in the meeting, in my area we are in a partnership arrangement and whilst I appreciate that this is being dealt with separately and I am part of that mechanism also, there is a very stark contrast between the GP service you receive within a partnership and the service you receive from a surgery that is not within a partnership. There is no mention of any review of the currently partnership mechanism or even recognition that it

exists within this shared delivery plan which suggests to me that the NHS consider that partnership working in the way it is constructed in the north of the county is the way forward and is working – it isn't. The whole first paragraph depicts a picture of challenges around giving appointments when and where people are like – it is far far more serious than that and this report falls way short of acknowledging this.

- The ambition within a year to have increased access as outlined ie same day access is just not believable when you are faced with a surgery that doesn't even answer the phone let alone have an appointment for you. This whole piece about the ambitions for increased access is I am afraid incredibly out of touch with what is going on on the ground and actually an insult to those desperately trying to seek the services of a GP and being forced to pay for a private consultation. This is not a rant at you or anybody so please don't think that but the wording in the report depicts the ICB as being very out of touch or in denial at the real picture.
- I don't think a 2% increase in appointments on the previous year is going to impress anybody either in areas where they cannot get appointments at all. It needs a root and branch review of the way GP access is delivered across the county/country and acknowledge there is a two tier system in place (which as I said before is not mentioned anywhere) one of which is starting to reduce services to patients overall which feels like a narrowing down of the services provided by the NHS making it free at the point of use for the very few.
- I am very pleased that there is a recognition that we must join forces with respect to young people's mental health and wellbeing but there appears to be no mention of a review of and any ambitions to improve the CAMHS service specifically which I would have wanted to see. CAMHS is woeful at service delivery at the moment with very very long wait times. I am pleased to see an acknowledgement with respect to Young Carers and the importance of being able to identify them early so that they can get the right support.
- While we appreciate the commitment to establishing integrated community teams as a long-term priority, could the wide range of partners be specified in some way to ensure all aspects of care and wellbeing are covered? These teams are obviously not just NHS teams. So a wider appreciation of providers in this setting would be great.
- Digital exclusion is a great issue faced by older population, and this should be addressed within the long-term priority to improve the use of digital technology and information (p.12). How will they have access to the digital services promised?
- Improving health outcomes and prevention care for older people is not listed within the Long-term Improvement Priorities or Immediate Improvement Priorities, even though older people take up more than 50% of NHS budgets. We therefore believe that the health outcomes and prevention care for older

people should be listed as both long-term and immediate improvement priorities, linked to action plans with greater detail on how this will be achieved.

- Following the above point, since 'Accelerating patient flow through, and discharge from, hospitals' is listed as one of the four areas in need of the most improvement (p. 3), and since we know that older people take up large proportions of hospital beds, than the improvement of health care for older people specifically needs to be given greater attention to detail throughout the Delivery Plan.
- We believe that falls prevention needs to be explicitly listed as a priority within the Continuous Improvement Areas and given greater attention within the Delivery Plan (inclusive of a detailed action plan on how falls prevention will be delivered) as it is such a huge contributor to NHS admissions.
- Older people often fall through the gaps missed by safeguarding, and how the NHS' strategic approach will address this should be laid out in greater detail (p.38).
 - Given the ambitions around community care and integrated delivery,
 - the lack of reference to social prescribing seems a gap as this is a service which has shown how it can help people bridge between pathways and support people in the preventative space. Is there a reason it's not visible here?
 - Given our recent discussions an explicit link to housing seems like
 - another gap - if it is there I missed it and I was looking for it! Again - can you clarify on this one
 - Finally - I note with interest the references to data and tech -
 - speaking more with my technologist hat on - I think the important point here is naming where we see better and more integrated data can clearly drive better outcomes - this is what helps cut through data sharing and technology issues. I realise that the strategy
 - is to come but I would have thought we could name the ambition for this here

END