

Public Document Pack

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20 November 2023

Cabinet

A meeting of the Cabinet will be held at **10.30 am** on **Tuesday, 28 November 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

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 as an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

2. **Minutes** (Pages 3 - 6)

Cabinet Members are asked to agree the minutes of the meeting held on 17 October 2023 (cream paper).

3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances.

4. **Performance and Resources Report - Quarter 2 2023/24** (Pages 7 - 140)

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

The Cabinet is invited to consider and comment on the Quarter 2 Performance and Resources Report and propose any specific areas for action.

5. **West Sussex Youth Cabinet Update** (Pages 141 - 144)

The Chairman of the West Sussex Youth Cabinet will address the Cabinet to provide an update on its activities and future plans.

The Cabinet is asked to consider and advise on the benefits to the Council and its residents of the work of the Youth Cabinet and where it can offer counsel and support.

6. **Care Quality Commission Assurance - West Sussex County Council Self-Assessment for the delivery of Adult Social Care** (Pages 145 - 198)

Report by Director of Adults and Health and Assistant Director Improvement and Assurance.

The Cabinet is asked to note the Self-Assessment for the effectiveness of the delivery of Adult Social Care in West Sussex and request that updates are received on a regular basis.

7. **Highway Maintenance - in depth performance report at Quarter 2 2023/24** (Pages 199 - 214)

Report by the Director of Place Services.

The Cabinet is asked to note the improved performance of the Highways service and the preparations for winter service.

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.

9. **Date of Next Meeting**

The next meeting of the Cabinet will be held on 30 January 2024.

To all members of the Cabinet

Cabinet

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

Present: Cllr Marshall (Chairman and Leader)

Cllr J Dennis, Cllr Hunt, Cllr A Jupp, Cllr Lanzer, Cllr Russell, Cllr Urquhart and Cllr Waight

Apologies were received from Cllr Crow

Also in attendance: Cllr Boram (virtual), Cllr Lord (virtual), Cllr Montyn and Cllr Oxlade (virtual)

Part I

17. Declarations of Interest

17.1 No declarations of interest were made.

18. Minutes

18.1 Resolved – that the minutes of the meeting held on 12 September 2023 be approved as a correct record and that they be signed by the Chairman.

19. Update on Council Plan, Medium-Term Financial Strategy and Preparations for 2024/25 Draft Budget

19.1 The Cabinet considered a report by the Director of Finance and Support Services and the Director of Law and Assurance (copy appended to the signed minutes).

19.2 The Leader introduced the report and explained that this was the first step in engagement for the medium-term financial strategy and the 2024/25 budget before it went on to scrutiny committees and public consultation.

19.3 Cllr Hunt, Cabinet Member for Finance and Property, introduced the report which gave an update on financial planning and the pressures that services are facing. The plan was to build £52.5m into the budget to cover predicted pressures in addition to the £36.8m planned for inflation. Budget reductions have been proposed to close the budget gap together with Council Tax rises. The full medium term financial strategy up to 2029 shows a shortfall of £174m before any proposed rises in Council Tax. Public consultation would take place in October and November to allow feedback to be considered by the Cabinet leading to County Council decisions on the Council Plan and the budget in February.

19.4 Taryn Eves, Director of Finance and Support Services, confirmed that the financial position is difficult, but plans are in place to address the identified pressures. Whilst this includes a payment of £3.1m from reserves, this is to cover matters for which the reserves exist and the importance of maintaining a prudent level of reserves remains. The

proposed budget reductions amount to £11.8m. September estimates would be used to plan for inflation, however the impact of inflation would continue to be monitored. The 2023/24 and 2024/25 pay awards had not been agreed and so assumptions were being made for budget calculations in the interim. The next budget update would come in January.

19.5 The following points were made by Scrutiny Committee Chairmen.

- a. Cllr Boram, Chairman of the Fire & Rescue Service Scrutiny Committee, noted the challenging environment for budget setting. With regard to the Fire & Rescue service, it was noted that no cost pressures had been identified to the future delivery of services. The report recommendations were supported.
- b. Cllr Montyn, Chairman of the Performance and Finance Scrutiny Committee (PFSC) noted the inflationary pressures for the authority. Members would be looking into the savings during the all-member Session on the 18 October. PFSC would be keen to scrutinise County Council estate and service efficiencies, and also the reserve replenishment plan.

19.6 The following points were made by Cabinet Members in discussion.

- a. The Leader explained that the budget enables the Council Plan to be delivered. The service and inflation pressures are a particular challenge but there is also the cost of living crisis as a real challenge for residents. The Cabinet would reflect on the outcome of scrutiny and consultation feedback before finalising plans.
- b. Cllr Dennis, Cabinet Member for Highways and Transport, reflected on the high demands on highway services during the previous winter, and how this had impacted on costs of service in addition to the increase of costs of materials. Plans were in place to prepare for next winter, but there has been almost double the number of pothole repairs compared to last year. The savings plans were not expected to impact service delivery.
- c. Cllr Waight, Cabinet Member for Support Services and Economic Development, spoke on 'business as usual' activity and explained that this underpins delivery of all Council services - for all members to be mindful of. Examples include the SmartCore programme that would see changes to core County Council systems and Smarter working and plans for making the best use of Council assets in line with working practices. The savings were believed to be achievable with adverse impact on services.
- d. Cllr A Jupp, Cabinet Member for Adults Services, reported that her portfolio held the largest budget due the extent of its statutory obligations. The pandemic led to an increase in demand and costs that were still being felt. Value for money is being sought from providers to ensure the allocated budget is used efficiently. Work was being done to ensure the care sector is promoted as a career pathway. Preparations were also underway on Care Quality Commission (CQC) inspection plans and assurance.
- e. Cllr Lanzer, Cabinet Member for Public Health and Wellbeing supported the recommendation to continue to lobby government on improved settlements for local authorities. A key priority for the portfolio would be supporting smoking cessation following the

increase of funds from government on this as well as general improvement of public health outcomes.

- f. Cllr Russell, Cabinet Member for Children and Young People, Learning and Skills, explained that high cost placements and Special Educational Needs and Disability (SEND) provisions remain a challenge. Education Health and Care Plans (EHCP) volumes were also due to increase as work to reduce the assessment backlog continued, with wait times also looking to reduce. The Better Value Programme was underway with partners to assist in securing better outcomes for SEND children.
- g. Cllr Urquhart, Cabinet Member for Environment and Climate Change commented that the recycling and disposal of waste was a key pressure due to the increase in housing. Reuse and recycling activity is promoted to reduce overall waste tonnage. Carbon offsetting and biodiversity work was being undertaken with multiple partners and landowners.
- h. Cllr Hunt thanked Cabinet colleagues for their work in their portfolios to deliver services against pressures and under tight budget constraints. Identified efficiencies enabled investment in others areas which allowed for services to continue whilst making the required savings. The Executive Leadership Team, and all in their directorates, were thanked for their hard work in this area. Careful management of the County Council's estate and assets allowed for investment in the Capital Programme.

19.7 The Leader was mindful that all spend came from public and business taxes and so required critical assessment to ensure value for money for services. The responsibility of setting Council Tax levels was taken seriously to ensure that the right choices and outputs were agreed.

19.8 Resolved that the Cabinet:

- 1. Agrees that the overall approach to the Council Plan refresh and budget setting be prepared for the public engagement process set out in Section 13 of the report.
- 2. Notes the risks and uncertainties referenced in Section 15 of the report and that these may further impact on the budget for 2024/25 and the Council's medium term financial forecast.
- 3. Notes the timetable for the remainder of the budget process as set out in Section 11 of the report.
- 4. Continues its proactive collaborative approach to lobbying Government to recognise funding constraints and rising demand that is impacting many services and the impact on the financial resilience of the Local Government sector.

20. Emerging Issues

20.1 The Leader invited Cabinet Members to provide any verbal updates on current, significant issues from their respective portfolios that may benefit from discussion.

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20.2 Cllr A Jupp reported that the County Council's Meals on Wheels, and service provider Heath and Independent Living Support, were a joint winner at the National Association of Care Catering Awards. Meals on Wheels provide nutritious meals for vulnerable residents and also ensure regular contact for those who were particularly isolated. Congratulations were given to the team.

21. Date of Next Meeting

21.1 The Cabinet noted that its next scheduled meeting will be held on 28 November 2023.

The meeting ended at 11.15 am

Chairman

Key decision: Yes
Unrestricted
Ref:CAB06_23/34

Report to Cabinet

28 November 2023

Performance and Resources Report – Quarter 2 2023/24

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

Electoral divisions: All

Summary

The Quarter 2 (Q2) Performance and Resources Report (PRR) (**Annex B**) gives an overview of Council performance for the second quarter of 2023/24. A Summary Report is followed by Portfolio Sections covering performance, finance, workforce and risk to show how the Council is delivering its four priorities and on protecting the environment.

Annex A – explains the structure of the PRR and provides a table to show which sections of the report are presented to the different scrutiny committees.

Recommendations

Cabinet is invited to: -

- (1) Consider and comment on the Q2 Performance and Resources Report and in particular the financial challenges set out in paragraphs 22 – 39.
- (2) Propose any specific areas for action following such consideration and any scrutiny feedback or comment.

Proposal

1 Background and context

1.1 The PRR provides an overview of performance across the County Council during the second quarter of 2023/24.

1.2 A summary of the 59 Performance Measures in Q2 are as follows:

- 51% (30 of 59) – On target (Green),
- 14% (8 of 59) – Close to target (Amber),
- 25 % (15 of 59) – Not on target (Red).
- 10% (6 of 59) – New with no RAG status.

- 1.3 The forecast revenue outturn position for 2023/24, at the end of September, is an overspend on services of £25.513m, but an overall **£17.425m overspend** after increased investment income from recent interest rises is factored in. All services continue to review their pressures and identify in-year mitigations which is expected to have an impact on reducing the overspend. However, if at the year-end spend remains above budget after the utilisation of the corporate Contingency of £13m; use of the additional £6.3m 2023/24 Business Rates and Collection Fund income, which is currently held in a reserve, could be considered.
- 1.4 **Financial issues from service challenges** include:
- Growing demand and complexity of need in adults and children's,
 - Increases in the cost of adult lifelong services provision,
 - The level of demand for and reliance on external placements for children,
 - The continued necessity to use unregistered placements for children,
 - The rising numbers of children requiring high needs education,
 - Continuing impact of high inflation on goods and services,
 - The delays in achieving savings and the need to re-profile some,
 - Recruitment and retention issues within the workforce.
- 1.5 The County Council, together with district and boroughs, the South East 7 group and the County Council Network will continue its proactive approach to lobbying Government to recognise the funding constraints and rising demand impacting on the sector. There is clear evidence of the need for increased Government funding across many services if the sector is going to remain financially sustainable and continue its vital support to resident and local communities.
- 1.6 **Adults Services is projecting a £1.2m overspend.** Demand pressures in Older People and Lifelong Services and difficulties in delivering all planned savings on time means an estimated overspend of around £18.6m. In-year mitigations of £17.4m have already been identified to reduce this position.
- 1.7 After a £10m one-off drawdown from the Social Care Sustainability Reserve anticipated in the 2023/24 Budget, the **Children and Young People, Learning and Skill's Portfolio is forecasting a £22.8m overspend.** Increasing demand and cost of placements for children we care for is the main factor but also the growth in pupil numbers and contract prices are driving an overspend in Home to School Transport.
- 1.8 The **Dedicated Schools Grant (DSG)** is projecting an in-year overspend of £24.7m. This will increase the **unusable reserve deficit to £67.3m** by the end of the financial year. Work to clear Education, Health and Care Plan assessment backlogs will improve performance but may increase this overspend further. This deficit remains a key concern and the County Council continues to lobby Government for a longer-term solution after 2025/26 when the statutory over-ride is due to end.

- 1.9 The **Environment and Climate Change Portfolio is projecting a £2.540m overspend**. Additional costs associated with a recent Government mandate on the disposal of Persistent Organic Pollutants (POPs), problems with creating Refuse Derived Fuel (RDF) bales to the contract standard and a decrease in the in the value of recyclates have added to the portfolio pressure.
- 1.10 The **Highways and Transport Portfolio** continues to report a **£2.2m underspend** due to a reduction in projected energy costs for the Street Lighting PFI and a reduced uptake of Concessionary Fare journeys. There is however, a significant pressure on the Highways Maintenance budget from the increased volume of reactive pothole repairs required and the number of high-priority drainage and jetting works.
- 1.11 The 2023/24 savings target across all portfolios is £9.6m. In addition, there remains £17.2m of previous years savings which needed to be re-profiled. The overall **savings to be achieved in 2023/24 is £26.8m**. The latest forecast shows £14.4m are on track to be achieved and mitigations are being considered for the remaining.
- 1.12 The approved **Capital Programme** is £124.9m for 2023/24. During 2022/23, £2.9m originally profiled to be spent in 2023/24 was accelerated into 2022/23, which led to the revision for 2023/24 down to £122.0m. Profiled spend has since reduced overall by £4.0m, to give a **forecast spend for 2023/24 of £118.0m**.
- 1.13 The following update has been made to the **Corporate Risk Register** since the last quarter:

Risk No	Risk	Action	Previous Score	Current Score	
CR7	Governance systems not used fully and to best effect	Risk severity reduced and tolerated	8	4	↗

- 1.14 Of the **12 Workforce Key Performance Indicators**, seven are 'Green - On Track' and five are 'Amber - At Risk'.
- 1.15 The 'Amber' measures are set out below and more detail is in **Appendix 6**:
- Percentage positive response to the Pulse Survey question: "I have regular meaningful conversations with my manager about my performance, wellbeing and support needs."
 - 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".
 - The number of new apprentice starters since the start of the financial year (excluding schools).
 - Staff induction completion rates.
 - Rolling 12-month average number of calendar days lost due to sickness absence per FTE.

2 Proposal details

- 2.1 Cabinet is invited to note the overall financial outturn forecast and to review the Summary Quarter 2 Report and the detailed performance data in the individual Portfolio Sections of the report.

3 Other options considered (and reasons for not proposing)

- 3.1 Not applicable.

4 Consultation, engagement and advice

- 4.1 The Executive Leadership Team and Cabinet Members have been consulted.
- 4.2 All scrutiny committees review their specific sections of the PRR quarterly, with the Performance and Finance Scrutiny Committee having an overview of the whole document.
- 4.3 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 and Risk implications and mitigations

- 5.1 Financial implications and a summary of corporate risks are set out in the main report.

6 Policy alignment and compliance

- 6.1 The PRR helps 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

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Annexes to the Cabinet Report

Annex A – How to Read the Performance and Resources Report
Annex B – Performance and Resources Report – Q2 2023/24

Background papers

None

How to Read the Performance and Resources Report

The Performance and Resources Report is in three parts:

a. Summary Report – An overall summary of the quarter including:

- Performance highlights for delivery of the County Council's priorities,
- Overview of the revenue and capital financial outlook,
- Key corporate risks with a severity graded above the set tolerance level,
- The latest workforce overview.

The summary explains where further detail and explanation can be found in the portfolio reports. It does not seek to include any of this detail.

b. Portfolio Reports (Sections 1-9): organised alphabetically by Cabinet Portfolio.

- Section 1 – Adults Services
- Section 2 – Children's and Young People, Learning and Skills
- Section 3 – Community Support, Fire and Rescue
- Section 4 – Environment and Climate Change
- Section 5 – Finance and Property
- Section 6 – Highways and Transport
- Section 7 – Leader
- Section 8 – Public Health and Wellbeing
- Section 9 – Support Services and Economic Development

Each portfolio section is prepared as a stand-alone report and includes:

1. Updates of the performance KPIs in the Council Plan and the action being taken.
2. The KPI measures compare the last three periods - quarterly, annually or other depending on how data. Details include:
 - The last three periods and RAG status,
 - Black arrows show the direction of travel compared to the previous quarter.
3. Overview of the revenue financial position, risks and issues and savings update.
4. Overview of the capital performance and financial position.
5. Details of the corporate risks with a direct impact on the portfolio.

c. Supporting Appendices – for additional background and context:

- Appendix 1 – Performance by Priority - KPI Summary Table
- Appendix 2 – Revenue Budget Monitor and Reserves
- Appendix 3 – Revenue Portfolio Grant Listing
- Appendix 4 – Capital Monitor
- Appendix 5 – Corporate Risk Register Summary
- Appendix 6 – Workforce Information

Scrutiny Committee Documents

Relevant elements of the PRR are presented to Scrutiny Committees.

A matrix of the PRR's Sections and Appendices by Scrutiny Committee is below.

The dark green indicates the Scrutiny Committee's area of responsibility and the light green areas included 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, Learning and Skills Portfolio	✓				✓
Section 3	Community Support, Fire and Rescue Portfolio			✓	✓	✓
Section 4	Environment and Climate Change Portfolio			✓		✓
Section 5	Finance and Property Portfolio					✓
Section 6	Highways and Transport Portfolio			✓		✓
Section 7	Leader Portfolio					✓
Section 8	Public Health and Wellbeing Portfolio		✓			✓
Section 9	Support Services and Economic Development Portfolio					✓
Appendix 1	Performance by Priority - KPI Summary Table					✓
Appendix 2	Revenue Budget Monitor and Reserves					✓
Appendix 3	Revenue Portfolio Grant Listing					✓
Appendix 4	Capital Monitor					✓
Appendix 5	Corporate Risk Register Summary	✓	✓	✓	✓	✓
Appendix 6	Workforce					✓

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers

Performance and Resources Report – September 2023

Introduction

1. This report provides an overview of the performance across the Council for the second quarter of 2023/24 (July - September). The information is reported on an outturn forecast basis and describes how the Council is delivering on the Council Plan's four priorities, with an underlying theme of protecting the environment:
 - 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. An update to the [Council Plan and Medium-Term Financial Strategy](#) was considered by Cabinet on 17th October. Insight into external factors including the national context and economic medium-term forecasts are available in the report as well as an update on the draft 2024/25 budget proposals.

Performance Summary - The Council Plan

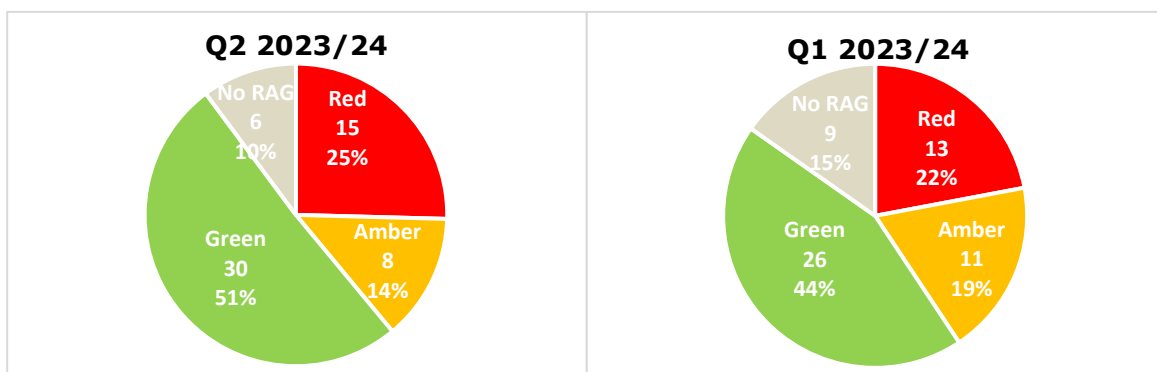
3. **Appendix 1** provides a table of performance by priority with details of measures reported in the relevant Portfolio Section. **Table 1** provides a summary of the latest RAG status and year end forecast on the 59 measures.

Table 1 – Q2 Performance Summary Compared To Year-End Forecast

	Q2 Position 2023/24	Year End Forecast 2023/24
Red	15	10
Amber	8	18
Green	30	30
No RAG	6	1
Total	59	59

Graph 1 provides a comparison of the latest RAG status on the 59 measures with the previous reporting period.

Graph 1 – Q2 Performance Summary Compared To Quarter 1



Performance Summary by Priority

Keeping People Safe from Vulnerable Situations

4. Led by NHS Sussex, **Covid-19 and flu vaccinations** are being offered to residents most at risk from 11th September. Adult Covid-19 and flu vaccination programmes were due to start in October to maximise protection over the winter months, however, programmes were brought forward nationally due to the potential risks presented by the Covid-19 variant BA.2.86. The County Council is supporting both vaccination programmes, carrying out targeted work with partners.
5. Avila House in Worthing is being converted to provide an **extra care scheme for adults** who require care, support, and suitable housing, delivering against both the Empowerment and Home priorities set out in the Adult Social Care Strategy – ‘The Life You Want to Lead.’ This will also be the first scheme in the county to accept referrals for adults aged 18 years plus who meet the criteria. Construction at Avila House commenced in September 2022 and the first customers are expected to be able to move in during winter 2023.
6. The Children’s Services Practice Improvement Plan (PIP) which is overseen by the senior management team and the independent Improvement Board, has been reviewed and replaced with a **Continual Practice Improvement Plan (CPIP)**. The CPIP summarises the current key priorities for children in line with the seven practice areas for improvement identified in the Inspecting Local Authority Childrens Services (ILACS) report published on the 11th May 2023. It also contains actions from the previous Practice Improvement Plan where the service aspire to do even better. The overall effectiveness of Children’s Services remains in the ‘requires improvement to be good’ with some elements of the service and leadership already in the ‘good’ range.
7. Online safety remains a key priority for the Community Safety and Wellbeing Team and during this quarter, 1,794 young people, residents and professionals have participated in **digital safety focused training/engagement activities**. This included the Digital Safety Team attending the Freshers Fair Event at Chichester College. They engaged with students and teachers about how to stay safe online and avoid falling victim to online scams.
8. In September, the Fire and Rescue Service took delivery of a new and innovative addition to the service – **the Welfare Unit**. This new vehicle has been specifically designed to provide enhanced support and facilities for staff during operational incidents. The introduction of the Welfare Unit marks a significant milestone in efforts to prioritise the welfare of staff.

A Sustainable and Prosperous Economy

9. **The A259 Corridor Capacity Enhancement - Arun** has been completed. The scheme totalling 2km in length will help reduce journey times and cut traffic congestion. This will save around 670 tons of CO2 per year and will enable more active travel in the area with 2km of new pathways and cycleways. The project was jointly funded by Coast to Capital Local Enterprise Partnership, the County Council and through private developer contributions.

10. The **Growth deal partnership** is continuing to make significant progress, supporting economic and transport strategies. In September, the Manor Royal Highways Improvements project in Crawley and Western Gateway, Station Improvements project in the Burgess Hill Place and Connectivity Programme completed. These schemes have implemented major changes to public realm and have improved sustainable travel options, encouraging the public to use new walking and cycling routes, and buses as an alternative to the private car.
11. On 1st September, a **new Careers Hub covering the whole of West Sussex was launched**. The hub will work with over 70 secondary schools and colleges, as well as a range of apprenticeship providers and businesses, to improve careers education and experiences of the workplace. The Careers Hub offers schools and colleges dedicated support to build lasting partnerships with key employers and to improve employment outcomes for young people.

Helping People and Communities Fulfil Their Potential

12. **Blue Cove Childrens Residential Home** had its first Ofsted inspection in September and was awarded an overall judgement of 'Good' with an outcome rating of 'Good' in all areas. This is a significant achievement for a first inspection.
13. Whilst **Ofsted inspections of schools** continue to provide positive outcomes leading to over 93% of West Sussex children attending Good or Outstanding schools, a recent inspection of a large academy resulting in a Requiring Improvement judgement has affected overall figures. The responsibility for support and intervention in academies is outside of the local authority's control.
14. Work is being done using the new **schools management information system (MIS)** to better collate and analyse school attendance. Plans have been in place from September 2023, for schools to access multi-disciplinary support for attendance and tackling persistent absence. This is in line with national guidance.
15. The **Adult Learning Service has maintained its 'good' Ofsted rating** that was previously achieved in 2017. Inspectors praised both the management and governance of the service as well as the quality of teaching and the experience for learners. The report also highlighted the Council's ability to adapt following the sudden collapse of its largest Adult Learning partner in November 2022. To further improve the Adult Learning provision, the report noted that West Sussex County Council should strengthen governance and practices with new contract partners and ensure that learners have progression routes for further qualifications.

Making the Best Use of Resources

16. **Children's Home Upgrades** - A multi-million-pound programme of investment in refurbishing children's homes in West Sussex is progressing well. It is part of the County Council's ongoing commitment to supporting and improving the lives of young people in residential care. Orchard House, in Cuckfield, is one of three homes currently undergoing renovations to extend the main building, refurbish a lodge within the grounds, and work to enhance the external grounds. A new Contact Centre is also being installed on site, which will be carbon neutral, helping improve the property's environmental credentials and reduce energy costs. Plans are also underway for works at Teasel Close and High Trees homes in Crawley, adding to

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Annex B

already completed projects at Bright Star and Blue Cove homes in Worthing, and Breakwater in Shoreham. All homes are currently rated either 'Outstanding' or 'Good' by Ofsted. Work across all sites is due for completion in 2025, by which time over £10m will have been invested on improvements to children's homes across the county since 2020.

17. **A new small ceremony room in Worthing Library** has been made available for the Registers Service for ceremonies from September. This room is offered every Tuesday as a low-cost option in the South of the County and is proving a very popular venue.
18. The County Council has published its **2022/23 Draft Statement of Accounts** on its website as required by law. However, a national backlog of audit reviews and limited resources has led to the delay of the County Council's 2022/23 external financial audit. A recently published Government Public Accounts Committee report has commented that 'there is an unacceptably high backlog of audit opinions for local government bodies, which may get worse before it gets better.'

Protecting the Environment

19. Three new **School Street Trial Schemes** are now active - Arundel Primary School, Swiss Gardens Primary School, Shoreham, and Thomas A Becket Junior School, Worthing. The schemes prohibit motor vehicles entering the road directly at the school gates at drop-off and pick-up times, with exceptions for residents' vehicles, businesses, Blue Badge holders, emergency services and certain others. The trial will run until March 2024, with constant monitoring using sensors. An open public engagement survey will be available for the entire trial period, closing on 31 May 2024. The schemes aim to improve the safety for vulnerable road users and encourage families to leave the car at home and choose active and sustainable travel options.
20. A **Traffic Signals Halogen Replacement Programme** has been approved and will commence in 2023/24 for a three-year period. Halogen bulbs are becoming increasingly unreliable due to an industry wide discontinuation so an alternative is essential. The programme will be to convert halogen traffic signals to LED technology which uses considerably less energy and last longer. Replacing the halogen bulbs will result in a reduction in carbon emission of 50 tonnes per year, contributing towards the County Council's carbon emission saving targets.
21. The County Council has confirmed an investment of £7.9m for the **works to drive down the carbon footprint of 14 council buildings**, which include seven libraries, six fire stations, and one day centre. Of the £7.9m funding, £5.5m of new capital funding has been allocated by the county council and £1.4m is expected from the Department for Energy Security and Net Zero's Public Sector Decarbonisation Scheme delivered by Salix Finance. The work will include replacing boilers over 10 years old with Air-Source Heat Pumps, improving insulation and the efficiency of heating systems, and installing solar panels. It is estimated that the proposed works will save around 200 tonnes of CO2 emissions each year - around 4% of our total corporate emissions.

Finance Summary

22. The forecast revenue outturn position for 2023/24, at the end of September, is currently projecting an overspend on portfolio services of £25.513m; an increase of £7.296m when compared to the June position. However, once non-portfolio service budgets are factored into the position, the County Council is projecting a **net £17.425m overspend**, an increase of £5.546m when compared to the June position.
23. In June, it was noted that the overspend could be contained within the in-year £13.008m Contingency Budget available, however as the overspend has now risen above the contingency level, further funding options need to be considered. All services are considering in year mitigations for the second half of the year.
24. In quarter 1, £6.3m of additional 2023/24 Business Rates and Collection Fund income was received and was placed in the Business Rates and Collection Fund Reserve. This funding could be utilised at the year-end if the overspend on services cannot be contained within the overall budget and corporate contingency.
25. A listing of the reserves and the latest balances is set out in **Appendix 2**.
26. **Table 4** reports the projected revenue outturn position by Portfolio and the overall overspend position of £4.417m following the use of additional Non-Portfolio income and Contingency Budget. Full projection details and explanations are set out in the Portfolio Sections at the end of this report.

Table 4 –Projected Outturn Variation by Portfolio

PORTFOLIO	CURRENT NET BUDGET (£'000)	PROJECTED OUTTURN VARIATION (£'000)	VARIATION %	MOVEMENT SINCE Q1 (£'000)
Adults Services	241,997	1,200	0.5%	(800)
Children & Young People, Learning & Skills	196,820	22,785	11.6%	6,919
Community Support, Fire & Rescue	48,071	325	0.7%	40
Environment & Climate Change	72,696	2,540	3.5%	1,155
Finance & Property	27,049	1,294	4.8%	413
Highways & Transport	47,574	-2,200	-4.6%	0
Leader	2,889	-100	-3.5%	0
Public Health & Wellbeing	0	0	0.0%	0
Support Services & Economic Development	38,102	-331	-0.9%	(431)
Portfolio Total	675,198	25,513	3.8%	7,296
Non Portfolio (Excluding Contingency)	27,069	-8,088	-29.9%	(1,750)
Total (Excluding Contingency)	715,275	17,425	0.6%	5,546
Contingency	13,008	-13,008	-100.0%	(1,129)
Overall Total	715,275	4,417	0.6%	4,417

-30,000 -20,000 -10,000 0 10,000 20,000 30,000
(£'000)

Key:

■ and ■ and ■ - Reports the Q2 Projection
■ and ■ and ■ - Reports the Q1 Projection

Financial Risks and Service Portfolios

27. The individual portfolio sections within the report explain the key movements which have occurred during the year, however the main areas to note across council services include:
- Growing demand and complexity of need in adults and children's social care,
 - Increases in the cost of adult lifelong services provision,
 - The growing need for and cost of external placements for children,
 - The continued necessity to use unregistered placements for children,
 - The rising numbers of children requiring high needs education,
 - Continuing inflation pressures on goods and services,
 - The delays in achieving savings and the need to re-profile some,
 - Recruitment and retention issues within the workforce.
28. As part of the budget setting process for 2023/24, the County Council allocated £51.9m of pay and price inflation to assist services with inflation pressures, including an allowance for discretionary inflation which averaged at 5.5% and pay inflation of 4%. Many high-value contract inflation values were set prior to April 2023 and inflation increases were built into budgets. In recent months, there have been signs that inflation in the UK was starting to fall but figures released on 18th October shows that CPI has remained at 6.3%. The latest forecast spend for the year shows that the price inflationary costs on services can broadly be contained within the budget.
29. The Fire and Rescue Service pay award for 2023/24 took effect from 1st July 2023. This pay award was part of a two -year deal agreed in March 2023 covering 2022/23 (7%) and 2023/24 (5%). Following a review of the inflation funding required, a shortfall of £0.248m was identified which has now been drawn from the Inflation Contingency Reserve. This on-going requirement is included within the budget plan for 2024/25.
30. Following negotiations at a national level, an agreement has now been reached for the 2023/24 annual pay award for NJC employees. All staff on National Joint Council pay grades will receive an increase of £1,925 (pro rata for part-time employees). For staff on local pay scales, Hay and SMG, the process of finalising the award is underway. The increase can be contained within the 4% allocated within the 2023/24 staffing budgets and the inflation contingency of £4.5m that was set aside at the beginning of the year. The impact of individual service budgets will be reflected in the Q3 Performance and Resources Report.
31. The **Adult Services Portfolio** is projecting a £1.2m overspend. This is a reduction of £0.8m when compared to June. However, the underlying demand pressures within Older People and Lifelong Services care budgets reported at quarter 1 continues. Reprofiled savings from previous years has also contributed to an overall forecast overspend of £18.6m. In-year mitigations of £17.4m have been identified through the use of one-off balances and staff vacancies. Challenges are compounded by staffing vacancies and the impact of the backlog on financial assessments. Further details are available in **Section 1**.
32. After allowing for a £10m one-off drawdown from the Social Care Sustainability Reserve anticipated in the 2023/24 Budget Report, the **Children and Young People, Learning and Skill's Portfolio** is projecting a £22.8m overspend, an increase of £6.9m when compared to June. The increasing demand and costs associated with placements for Children We Care For is the main factor for the

overspend. Continued growth in pupil numbers and increasing contract prices have also led to an overspend within the Home to School Transport Service of £4.9m. Staffing vacancies and retention continue to affect service delivery. Further details are available in **Section 2**.

33. With a £24.7m **Dedicated Schools Grant (DSG)** overspend currently projected in 2023/24, it is anticipated that the Unusable DSG Reserve balance will increase to £67.3m by the end of the financial year. Work to clear Education, Health and Care Plan (EHCP) assessment backlogs may further increase the overspend because more children will require support, additional capacity for completing the assessments will be needed and on average a third of pupils will be eligible for home to school transport. This deficit remains a key concern and the County Council continues to lobby Government for a longer-term solution beyond 2025/26 when the statutory over-ride is due to end.
34. The **Community Support, Fire and Rescue Portfolio** is reporting a £0.325m overspend, an increase of £0.040m when compared to June. This overspend position is largely due to additional coroner costs. Further details are available in **Section 3**.
35. The **Environment and Climate Change Portfolio** is reporting a £2.540m overspend, an increase of £1.155m when compared to June. A number of additional pressures have emerged this quarter, including:
 - The cost associated with a recent Central Government mandated requirement for waste disposal authorities to identify, classify and dispose of persistent organic pollutants (POP) materials.
 - Issues with bailing of refuse derived fuel (RDF) to meet the County Council's contracted guaranteed minimum tonnage.
 - Fluctuation of volatile recyclate income. The value of waste paper, plastics and aluminium have all reduced in recent months.
36. Further details are available in **Section 4**.
37. The **Finance and Property Portfolio** is reporting a £1.294m overspend, an increase of £0.413m when compared to June. Alongside the previously reported reduction in rental income from the City Park site in Hove, additional pressures on the corporate estate's reactive maintenance and repairs budget has been identified this quarter. Further details are available in **Section 5**.
38. The **Highways and Transport Portfolio** continues to report a £2.2m underspend due to a reduction in projected energy costs for the street lighting PFI and a reduced uptake of concessionary fare journeys. Further details are available in **Section 6**.
39. The **Leader, Public Health and Wellbeing and Support Services and Economic Development Portfolios** are all reporting a small variation or balanced budget. Further details are available in **Sections 7, 8 and 9**.

Non-Portfolio and Sources of Finance

40. Within the **Non-Portfolio** budget, the County Council is benefiting from the recent rises in the Bank of England's interest rates. At February 2023, the bank rate was

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Annex B

3.5%, but has since increased to 5.25%. Currently an extra £8.0m of additional investment income is forecast in 2023/24, an increase of £1.7m when compared to the Q1 projection. This extra income will be used to help mitigate the in-year overspending within service portfolios.

41. The County Council's **Contingency Budget** is reported within the Non-Portfolio budget section of the accounts. For 2023/24, a £13.008m Contingency Budget is available to assist with unplanned in-year pressures and is expected to be fully utilised.
42. It is currently expected that the projected overspend on services of £24.5m will be largely funded through the additional investment income and corporate Contingency Budget. All services are required to identify mitigating actions during the second half of the year. Any use of reserves will only be considered when all potential mitigations have been considered.
43. **Additional One-Off Budget** of £5m is currently held within Non-Portfolio. Of this funding:
 - £4.5m is allocated for additional revenue and capital **Highways Maintenance** works including road repairs, drainage prevention, sign cleaning and maintenance and tree works.
 - £0.5m is allocated for **Employment and Skills**, of which £0.150m is to be spent in 2023/24 to increase capacity for key projects and programmes. The remaining funding is planned to be used in 2024/25 and 2025/26.
44. Budget from these two areas will be transferred to the relevant portfolios later in the financial year when spending has been confirmed.

Savings Update

45. The 2023/24 savings target across all portfolios is £9.6m. In addition, there remains £17.2m of previous years savings which were reprofiled. Therefore, the **overall savings to be achieved in 2023/24 total £26.8m**.
46. To ensure that all savings are monitored with the same robustness and urgency, **Table 5** has amalgamated all the savings which need to be delivered.
47. Of the total £26.8m savings:
 - £15.1m (57%) is judged as on track and has either been delivered as originally envisaged or through a different way,
 - £3.4m (13%) is amber where further work is required to ensure the saving can be achieved. If not the projected overspend will increase, and
 - £8.3m (31%) is red with no expectation of delivery in year. Red savings are reflected within the forecast outturn position.

The savings at greatest risk are within Adult Services where £6.8m of savings are no longer expected to be achieved in year and a further £1.4m are judged as 'at risk'. Plans have been put in place to achieve the targets in full in future years and work is underway to review the profiling of such savings.

48. **Table 5** summarises the savings position by Portfolio. Details of each saving is included in the separate portfolio sections.

Table 5 – Savings Summary

	RED	AMBER	GREEN	BLUE	
Total Savings 2023/24	Significant Risk Not Delivered	At Risk	On Track Delivery In Year	Delivered On an On-Going Basis	Total
Adults Services	£6.800m	£1.443m	£5.062m	£1.166m	£14.471m
Children and Young People, Learning and Skills	£0.750m	£1.620m	£1.123m	£1.130m	£4.623m
Community Support, Fire and Rescue	0	0	£0.670m	0	£0.670m
Environment and Climate Change	£1.190m	£0.110m	£0.292m	£0.900m	£2.492m
Finance and Property	£0.200m	£-	£0.386m	£-	£0.586m
Highways and Transport	£0.100m	£0.173m	£2.326m	£-	£2.599m
Leader	£-	£-	£0.018m	£-	£0.018m
Public Health and Wellbeing	£-	£-	£-	£-	£-
Support Services and Economic Development	£-	£-	£1.150m	£0.158m	£1.308m
TOTAL	£9.040m	£3.346m	£11.027m	£3.354m	£26.767m

Savings Key:			
R Significant Risk	A At Risk	G On Track	B Delivered

Revenue Grants

49. During the quarter, there have been a number of updates to service grant claims and grant awards totalling £4.1m. These are largely as a result of final grant allocations that have been confirmed in year. Details of these updates are reported in **Appendix 3**.

Capital Programme Summary

50. The Capital Programme, approved by Council in February 2023, totalled £124.9m for 2023/24. During 2022/23, £2.9m, originally profiled to be spent in 2023/24, was accelerated into 2022/23.
51. In addition, profiled spend has since reduced overall by £4.0m, to give a forecast spend for 2023/24 of £118.0m. Table 6 provides further details of the main areas of investment this year:

Table 6 – Listing of Main Capital Programme Projects by Portfolio

Portfolio	Main Capital Programme Projects In 2023/24	2023/24 Projected Expenditure
Children and Young People, Learning and Skills	Children’s Homes SEND Programme Basic Need Programme Community School Capital Maintenance	£42.565m
Community Support, Fire and Rescue	Live Training Centre and Horsham Fire Station Fire and Rescue Estates Improvement Works Fleet Replacement Block Programme	£3.005m
Environment and Climate Change	Asset Decarbonisation – Carbon Net Zero Your Energy Sussex Programme – Solar PV Littlehampton Harbour – Infrastructure Maintenance	£11.420m
Finance and Property	Facilities Management - Structural Maintenance Staff Capitalisation - Property Broadbridge Heath Park	£4.308m
Highways and Transport	Highways Annual Works Programme. A284 Lyminster Bypass A259 Corridor Capacity Enhancement A259 -Bognor - Littlehampton Corridor Enhancement	£49.517m
Leader	Burgess Hill Growth Programme Crawley Growth Programme	£3.055m
Support Services and Economic Development	Capital Receipts Funding for Eligible Revenue Projects Arun Growth Programme Worthing Public Realm	£4.129m
Projected In-Year Capital Expenditure		£117.999m

52. Details of each in-flight capital project are reported within individual portfolio sections; however, **Table 7** provides a summary of projects which are judged to have a red RAG performance status this quarter.

Table 7 – Listing Capital Projects by Portfolio with a Red RAG Status

Project Detail	Narrative	Performance RAG Status		
		Time	Quality	Cost
Children and Young People, Learning and Skills Capital Projects				
Bedelands Academy Zero-Carbon. New 6FE Secondary	A report have been created which provides an evaluation of the design position including discrepancies and outstanding information. This report is being considered.	R	A	R
Burgess Hill Academy Bulge Class – S106	Project is on hold pending a Full Business Case report.	R	G	R
Edward Bryant Academy - Construction of Special Support Centre	Awaiting Key Decision report which is expected to update on the timeline and cost of the project.	R	G	R
Maidenbower Infants Special Support Centre – Conversion of Children and Family Centre (CFC)	Works now anticipated to commence in Summer 2024 and complete in October 2024.	R	G	G

Project Detail	Narrative	Performance RAG Status		
		Time	Quality	Cost
QEII Arun House Satellite site - SEN	Lease agreement and countersignatures remain a significant risk, but timescale of agreement by the end of October is deemed achievable. Tenders for works have been returned with contract award planned to take place in November.	R	G	G
Woodlands Meed College Construction of new SEN College	Handover of Section 1 has not been achieved and the school has remobilised into existing buildings for the start of term. It is anticipated that the handover of the building will take place in October. Completion of Section 2 will likely be similarly impacted by the same length of delay. Completion of Section 2 potentially now April 2024.	R	A	G
Nyewood CoE School	Project is practically complete. Some late costs have come through meaning a change request will be submitted to request the additional funding.	G	G	R
Safeguarding Programme	Change request is required on one of the schemes in the programme to fund final invoices.	G	G	R
Finance and Property Capital Projects				
Broadbridge Heath Park	Programme slippage incurred as a result of late design changes and procurement discussions. When proposed costs are returned it is likely that a revised business case will be considered to ensure that these are full and representative. If they fail to generate an acceptable return for the County Council, then the scheme will not go ahead.	A	G	R
Highways and Transport Capital Projects				
A29 Re-alignment, Arun, Phase 1	Cost pressure due to land purchase, inflation and other issues. Options are being considered.	A	G	R
LED Streetlight Conversion	Legal discussions are ongoing with all partners involved in the PFI. Once these reach a conclusion, this scheme will progress.	A	G	R

Corporate Risk

53. The County Council's corporate risks are reviewed regularly to ensure risks are understood and appropriate mitigation takes place with the Corporate Risk Register reported to the Regulation, Audit and Accounts Committee. There are 12 risks in the Corporate Risk Register and there continues to be four areas of high risk – cyber security, financial sustainability, recruitment and retention and the sustainability of the adult social care market.
54. Risks which have a direct impact on a specific portfolio are reported in the Portfolio Sections of this report, however **Table 8** summarises the one change to the Corporate Risk Register since the last quarter.

Table 8 – Corporate Risk Updates

Risk No	Risk	Action	Reason	Previous Score	Current Score	
CR7	Governance systems not used fully and to best effect	Risk severity reduced and tolerated.	Due to completion and development of mitigating actions.	8	4	↗

Key:

↗	Improvement	↘	Decline
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55. Further details on all corporate risks can be found in **Appendix 5 – Corporate Risk Register Summary**. Full details of the latest Corporate Risk Register, including actions and mitigations can be found under the County Council’s Regulation, Audit and Accounts Committee Agenda website.

Workforce

56. **Appendix 6** reports that of the twelve workforce KPIs with a RAG status indicator, seven are rated ‘Green – On Track’ and five are ‘Amber – At Risk’. This can be compared to the Q1 position where nine KPI’s were judged a ‘Green’ and three ‘Amber’.

57. The two KPIs which have changed from ‘Green’ to ‘Amber’ in the last quarter relate to two Pulse Survey KPIs:

- **Percentage positive response to the Pulse Survey question: "I have regular meaningful conversations with my manager about my performance, wellbeing and support needs."** The KPI percentage remains the same following the September 2023 survey results – at 79%, but the percentage now falls one percentage point below the new indicator level for 2023/24 which is 80% (up from 78%).
- **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".** As per the KPI above, the result is the same as the previous survey at 74% but below the new indicator level of 75% (up from 73%) so its status changes from ‘Green’ to ‘Amber’.

58. The three KPIs which have remained Amber are:

- **‘Number of new Apprentice starters since the start of the financial year (excluding Schools).’**
- **‘Staff induction completion rates.’**
- **The ‘Rolling 12-month average number of calendar days lost due to sickness absence per FTE.’**

59. Further details are available on these KPIs are available in **Appendix 6**.

Sections and Appendices

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

- Appendix 1: Performance by Priority - KPI Summary Table
- Appendix 2: Revenue Budget Monitor and Reserves
- Appendix 3: Revenue Portfolio Grant Listing
- Appendix 4: Capital Monitor
- Appendix 5: Corporate Risk Register Summary
- Appendix 6: Workforce Information

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Adults Services Portfolio – Summary

Performance Summary

1. Performance highlights this quarter:

- As reported in Quarter 1, preparation for the Care Quality Commission (CQC) assurance assessment of adult social care, where all local authorities will be assessed on the delivery of their statutory Care Act 2014 adult social care duties, has begun. **A baseline [self-assessment](#) has been prepared against nine quality statements**, mapped across four themes; working with people, providing support, ensuring safety and leadership. The self-assessment highlights what the service is most proud of and areas for improvement. This is all framed within the context of the challenges faced in adult social care locally and nationally. The self-assessment is a vital piece of preparation for the CQC assurance visit, but it will be regularly updated as progress is made on the priorities outlined in [the adult social care strategy 'The Life You Want to Lead'](#) and the ongoing improvement programme. CQC assurance visits are expected to commence later in 2023, and all local authorities will have been assessed within two years.
- At the end of July 2023, the Department for Health and Social Care (DHSC) announced that additional funding will be provided to local authorities through the **[Market Sustainability Improvement Fund](#)**. West Sussex has been allocated £5.023m in 2023/24. A spending plan has been prepared and submitted to DHSC at the end of September 2023, which largely proposes to direct the funding towards the management of waiting times. Whilst waiting lists in West Sussex reflect the national position, reducing wait times is expected to have a positive impact on those awaiting assessments and use of the funding in this way will support required improvements as highlighted in the self-assessment, by focussing on managing demand in this area. This funding should increase social care capacity and contribute to the ambitions of the developing Improvement Programme'.
- Avila House in Worthing is being converted to provide an **extra care scheme for adults** who require care, support, and suitable housing, delivering against both the Empowerment and Home priorities set out in the Adult Social Care Strategy – The Life You Want to Lead. This will also be the first scheme in the county to accept referrals for adults aged 18 years plus who meet the criteria. Construction at Avila House commenced in September 2022 and the first customers are expected to be able to move in in Winter 2023. This will enable the service to develop in line with other commissioned extra care schemes and ensure a consistent and successful contract management of the care and support provider. The opening of Avila House in the coming weeks will also enable the 2023/24 saving target to be delivered.
- The Prevention Assessment Team continues to **support residents with early intervention, advice and guidance to help them to remain living independently in their own homes** and to reduce the impact and





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demand on adult social care. 465 customers came into the service this quarter and are being provided with a range of support to meet the outcomes most important to the individual.



Our Council Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Adults Services		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
13	<p>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).</p> <p>Reporting Frequency: Quarterly</p>	8.26%	Mar-23	Jun-23	Sep-23	↗	A
			G	R	A		
			7.8%	9.3%	9.0%		
<p>Performance Analysis: Sep-23: This is a slight improvement on the data reported at Q1, Consideration is being given to the possible impact of devolved enquiries particularly in relation to Mental Health Services and the complexity of service users in this area. There has also been additional focus on Care Homes subject to the Provider Concerns framework and the assurance required prior to being satisfied of the reduction of risk for individuals.</p> <p>Actions: Greater scrutiny is being applied to open Section 42 enquiries to ensure they are managed in a timely way and risk remains is appropriately considered and recorded. The Enquiries Team Manager is screening all devolved enquiries at sign off to follow up with the respective providers where risk remains. The plan is for these to be only signed off when the risk is reduced and to add further resource to the enquiries team to deal with the delegated enquiries in a more timely way to hopefully reduce the risk for the long term.</p>							
11	<p>Measure: Percentage of contacts to adult social care that progress to a social care assessment</p> <p>Reporting Frequency: Quarterly, reported six months in arrears</p>	25.0%	Sep-22	Dec-23	Mar-23	↘	G
			G	G	G		
			14.3%	11.4%	12.1%		
<p>Performance Analysis: Sep-23: This KPI measures the number of people that have progressed to an assessment (started, in progress and ended), of all completed initial contacts. Performance reported is an update on Q4 (2022/23), as data for this measure is retrospectively reviewed to ensure that the number of people who have progressed to an assessment have been confirmed on the case management system and therefore reflects the position more accurately. Performance has continued to exceed the target and demonstrates the impact of interventions throughout the customer journey to meet people’s needs through information and advice as well as provision of preventative services.</p> <p>Actions: As part of the Adult 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>							
36	<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%	Sep-21	Mar-23	Jun-23	→	A
			A	A	A		
			81.3%	81.7%	81.7%		
<p>Performance Analysis: Sep-23: The County Council has been working closely with the reablement provider to address performance issues noted in 2022/23 in terms of delivering the contracted number of reablement starts. The Q2 result for 2023/24 is based on the outturn position from 2022/23 which was confirmed as part of the statutory reporting to the Department for Health and Social Care in July 2023. National data will be published in October 2023, this will provide benchmarking data to demonstrate how the County Council have performed against national and regional comparator groups.</p>							

Adults Services		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Actions: As part of the Adult Services Improvement Programme 2023-25, work will continue with Adult Social Care systems development and the council's reablement provider to improve the recording and submission of data in line with the changes highlighted in the 2023/24 Adult Social Care Framework (ASCOF).</p>							
12	<p>Measure: Percentage of adult social care assessments that result in a support plan</p> <p>Reporting Frequency: Quarterly, reported six months in arrears</p>	80%	Sep-22	Dec-23	Mar-23		A
	A		A	G			
			63.3%	62.2%	79.2% (Target 2022/23: 65%-75%)		
<p>Performance Analysis: Sep-23: Performance reported is for Q4 (2022/23), 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. There has been a review of the measure which highlighted an error in the calculation. A change in practice recording has contributed to an improvement in performance.</p> <p>Actions: This measure will be continually monitored, and performance will be routinely updated throughout the financial year to reflect the additional assessments.</p>							
37	<p>Measure: Percentage of adults that purchase their service using a direct payment</p> <p>Reporting Frequency: Quarterly</p>	27.4%	Dec-22	Mar-23	Sep-23		A
	A		R	R			
			25.5%	22.5%	24.3%		
<p>Performance Analysis: Sep-23: Although this measure is reported annually as part of the national Adult Social Care Framework (ASCOF), a snapshot has been provided as at Quarter 2 which shows a slight increase since the last available data at Quarter 4. This is broadly in line with other authorities.</p> <p>Actions: Providing people with a direct payment to give more choice and control over how care is purchased remains a key priority for adult social care and is fundamental to support planning where this is an appropriate option to meet care and support needs.</p>							
38	<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>	80.0%	Mar-23	Jun-23	Sep-23		A
	R		R	R			
			52.4%	44.2%	56.5%		
<p>Performance Analysis: Sep-23: The percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months continues to remain below target, however, there has been an increase in Quarter 2. Reviews and assessments are currently not being prioritised in date order, on which this measure is based, and therefore this data does not account for all reviews and assessments completed by adult social care operational teams during the last two quarters. Reviews are prioritised and focussed on those with greatest need. Everyone continues to receive their care service and are able to contact the relevant social care team if there are any issues, and then their review will be prioritised. Between October 2022 and the end of September 2023, 4,864 reviews were completed.</p> <p>Actions: As part of the Adults Improvement Programme 2023-25, an extended piece of work will be undertaken within Lifelong services to focus on the reviews and assessments of adult services users and their carers, which is expected to improve the performance. Those at greatest risk will continue to be prioritised for review, regardless of whether their last review and/or assessment has been within the last 12 months.</p>							
39	<p>Measure: The percentage of adults with a learning disability in paid employment</p> <p>Reporting Frequency: Quarterly</p>	4.0%	Mar-23	Jun-23	Sep-23		R
	R		R	R			
			2.9%	2.6%	3.6%		
<p>Performance Analysis: Sep-23: The service is continuing to engage the market to support people to prepare and access paid employment. Changes to the national Adult Social Care Outcomes Framework (ASCOF) has resulted in this measure being removed from statutory returns in 2023/24. However, supporting people into employment remains a priority for the County Council and is within the Adults and Health Business Plan. The Adult Social Care Service will be working with</p>							

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	Adults Services	2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
	<p>colleagues in Performance and Intelligence to specify a new performance measure to include all working age adults within paid and unpaid (voluntary and work experience) placement, which will be included in the 2024/25 Adult Social Care business plan.</p> <p>Actions: The Adult Social Care Service is working with colleagues in Performance and Intelligence to specify a new performance measure to include all working age adults within paid and unpaid (voluntary and work experience) placements. This will be agreed with the Health and Adult Social Care Scrutiny Committee and Cabinet prior to any changes being made to corporate performance measures.</p>						
40	<p>Measure: The percentage of adults with a learning disability living in settled accommodation</p> <p>Reporting Frequency: Annually</p>	60.0%	2021/22	2022/23	2023/24		G
56.3%	60.9%	72.7%					
	<p>Performance Analysis: Sep-23: Although this measure is reported annually as part of the national Adult Social Care Framework (ASCOF), a review of the data parameters for this measure and improved reporting and recording methodologies have resulted in an increase for Quarter 2.</p> <p>Actions: The service continues to promote a strength-based approach in order to reduce new admissions to residential care for customers. This in line with the aspirations and priorities in the Adult Social Care Strategy – the life you want to lead, supporting empowerment, independence and choice.</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>	90.0%	Mar-23	Jun-23	Sep-23		G
86% (2022/23 Target: 85%)	86%	95%					
	<p>Performance Analysis: Sep-23: In the last reporting quarter, the Domestic Abuse Service has closed 82 victim/survivors following a period of engagement with the service. The percentage of clients who reported feeling safer following engagement was 93%.</p> <p>In addition to the 82 clients closed in this period, 10 "other contact" forms were submitted for clients who received a short-term intervention but whom were all provided with safety planning advice. The current data reflects that clients' views of their safety we asked and recorded on 87% of all clients closed. The 13% reported missing data relates to clients who disengaged from the service mid-support and is therefore linked with unplanned exits from the service, whereby the client disengaged, and we would not have been able to ask about their safety or views on this.</p> <p>In addition to 95% of clients feeling safer, it is important to recognise that our data evidenced that clients exiting the service have also reported the following:</p> <p>81% reported improved wellbeing. 79% reported their quality of life improved. 83% were optimistic about the future. 76% reported feeling more confident.</p> <p>During the quarter, the service have completed an additional 77 intake forms for new victim/survivors allocated to a community keyworker across the Domestic and Sexual Violence and Abuse Service.</p> <p>Following a break over the summer holiday period there are now 'Safer Us' groups running across the whole of West Sussex, with currently 45 victim-survivors either attending or due to start this group programme.</p> <p>Actions: Every victim/survivor who engaged with the service was asked this question upon exiting support. The numbers of intake and exits remains lower than expected. The Domestic Abuse Service received 157 new allocations in the last three months and the current active caseload in that part of the service has 405 allocated victim-survivors. Within the Childrens part of the Domestic Abuse Service, there is an active caseload of 147 victim/survivors. Working in close partnership with the Integrated Care Board (ICB), the Domestic Abuse Service have launched a community-based Health Independent Domestic Violence Advisors (IDVA) service, co-located within three acute hospital settings in Worthing, St. Richards in Chichester, and The Princess Royal in Haywards Heath. We have successfully recruited three new Health IDVAs who are able to provide an immediate response to victim/survivors and will be supporting health colleagues via training and consultation to ensure victim/survivors have the specialist support they need.</p>						

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Portfolio In Year Pressures and Mitigations

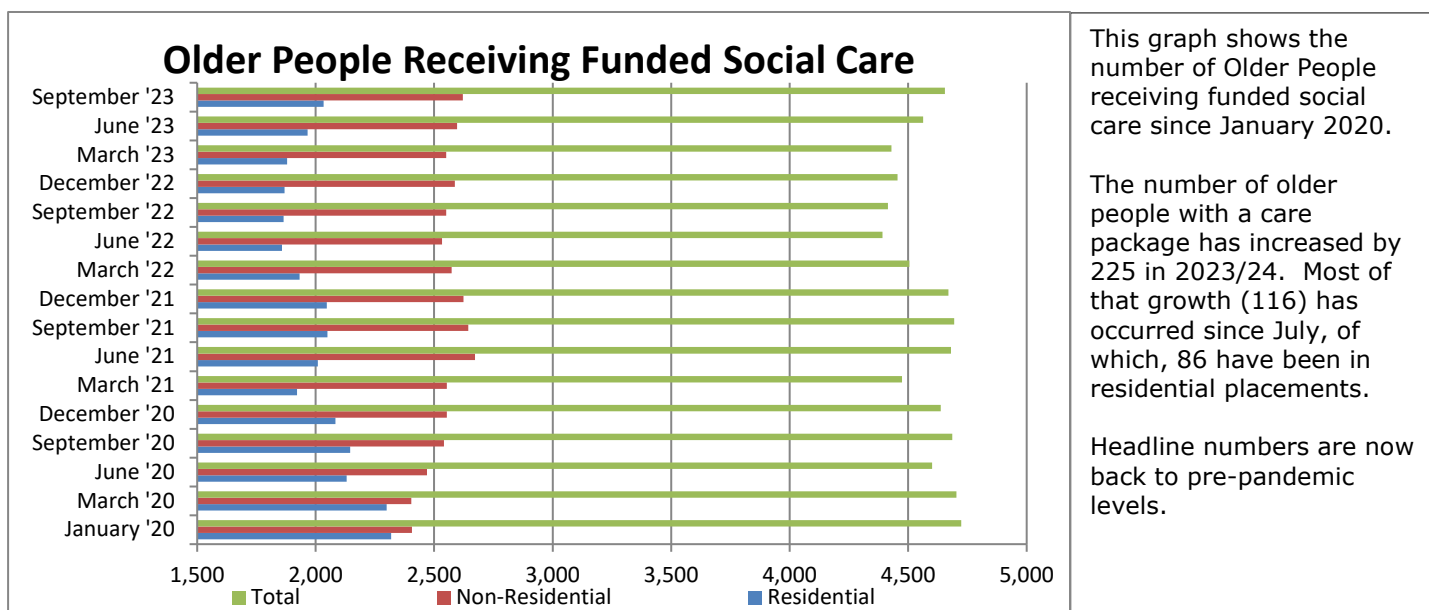
Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Older People – Underlying demand pressure brought forward from 2022/23, plus projected backdated costs	£9.100m	Staffing vacancies within the service	(£1.200m)	
Older People – Non delivery of saving	£1.000m	Planned use of Improved Better Care Fund	(£4.000m)	
Lifelong Services – Projected in-year increase in demand – transitions from children to adults	£2.700m	Planned use of grant funding	(£10.100m)	
Lifelong Services – Non delivery of saving	£5.800m	Reduction in the reablement block contract – lower level of service demand than anticipated.	(£2.100m)	
Adults Services Portfolio - Total	£18.600m		(£17.400m)	£1.200m

Financial Narrative on the Portfolio's Position

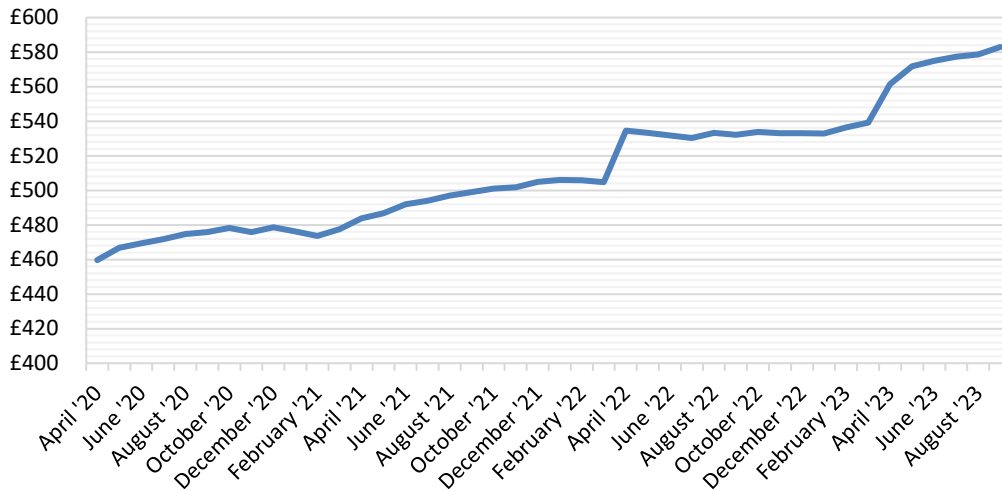
- As at the end of September, the forecast against the Adults Services budget is a projected overspend of £1.2m, a decrease of £0.8m when compared to the reported June position.
- The overspend forecast for the **Older People** cohort is £10.1m. This is largely due to the underlying demand pressure of £5.7m brought forward from 2022/23 which emerged after the budget had been set and from the clearance of backlog cases; alongside an estimated £3.4m of continuing retrospective growth in customer numbers which relate to 2022/23 but will need to be funded from the 2023/24 budget. These items together total £9.1m.
- Alongside this, the projected shortfall on older people's savings plans has risen from £0.7m reported in June to £1.0m. The primary reason for this relates to the number of customer reviews being completed per week; this is likely to result in around £0.6m of savings being delayed until 2024/25. The shortfall has partly been offset by improved occupancy of the Shaw contract.
- The main risk to the **Lifelong Services** budget relates to savings, where the target is £8.3m in 2023/24. Most of this saving was due to have been delivered in 2022/23 and has been supported by the allocation of resources from the Service Transformation Fund to enable additional capacity to be recruited. Unless savings activity improves significantly during the second half of the financial year, a shortfall of £5.8m is expected, which is an increase of £1.3m since the end of the first quarter. Whilst plans have been prepared to achieve the target in full, until the review process generates significant momentum, overspending risk will continue to transfer into future years.

7. Exacerbating the position, there has been an increase in overspending on care costs by £1.2m from £1.5m reported in June, to £2.7m. This mainly relates to residential college placements and college transport. These are responsibilities under the Education Act rather than the Care Act, which are charged to the Lifelong Services budget for historic reasons. In practice limited control can be exercised over expenditure, partly as decision-making is subject to third party influences. This is adding to the risks that the Adults budget faces as a knock-on consequence of some of the demand factors which have affected spending through the Children’s budget in recent years. This is because responsibility for those people with social care needs eventually transfers to Adults Services and therefore the costs in budgets such as transitions, residential colleges and college transport are rising sharply.
8. These pressures are causing the Lifelong Services to overspend by £8.5m, which is £2.5m higher than at the end of the first quarter.
9. **Summary and Mitigations.** Across care budgets, there is estimated overspend of £18.6m, though the reality is that this extends over a range of between £17m and £20m due to the volatile nature of the budget. Mitigations of £17.4m have been identified, including:
 - £4.0m – Planned use of the Improved Better Care Fund.
 - £10.1m – Use of grant.
 - £1.2m – Staffing underspend - vacancies and pay grade variations.
 - £2.1m – Other funding opportunities, including the reablement block contract where a lower level of service than originally sought is currently being delivered by the provider.
10. Of those mitigations, £6.9m are expected to be recurring. If planned savings can be delivered in full by 2024/25, it is not inevitable that the service will take the deficit into future years.

Cost Driver Information



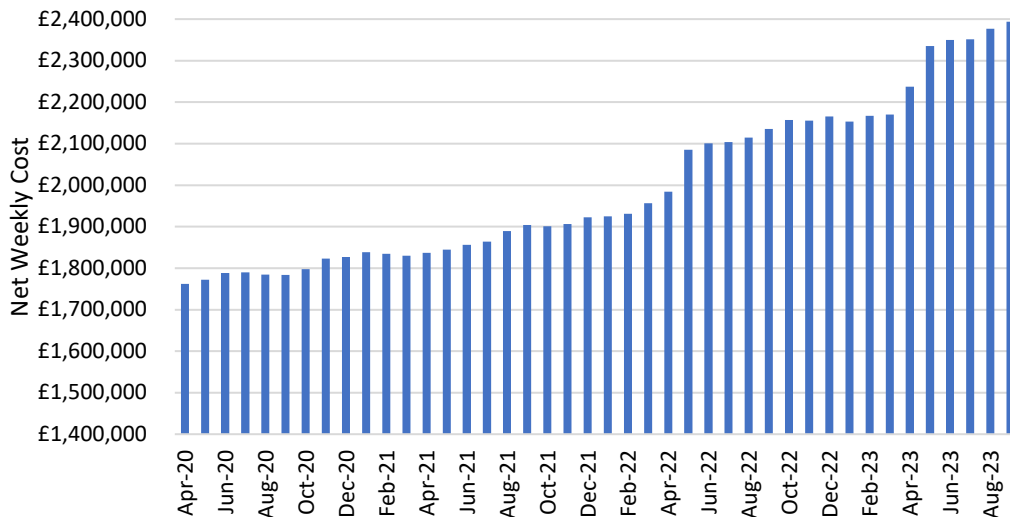
Average Gross Weekly Cost - Older People



This graph shows the average gross weekly cost for Older People care since 2020.

At cost level, the growth in the number of residential placements has led to an increase in the average weekly amount being spent on a care package. Currently this is 8.1% higher than at the end of March, whereas the average inflationary uplift that the County Council agreed for older people's providers was 7.7%.

Net Weekly Cost- Lifelong Services



This graph shows the net weekly cost of Lifelong Services care packages since April 2020.

The appearance of relative stability underlines how the delays in delivering savings are distorting trends in actual expenditure.

Savings Delivery Update

- There are £14.471m of planned savings to be delivered within the Portfolio. Delivery to date has been limited with £6.8m currently reported as 'At Significant Risk' and a further £1.4m reported as 'At Risk'. Details are shown in the table below:

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Saving Activity	Year	Saving to be delivered in 2023/24	September 2023		Narrative
Delivery of Public Health outcomes through Adult Social Care Services	2023/24	£0.500m	£0.500m	B	
Avila House -Proposed extra care housing scheme in Worthing for younger adults.	2023/24	£0.100m	£0.100m	G	Contract agreed through Cabinet Member decision report OKD 14 (23/24). Customers are scheduled to begin moving in from November.
Community Care (Including Redirecting residential customers to home-based care saving)	Prior Years	£8.336m	£6.156m	R	Savings at risk of not being delivered until 2024/25 because of timing and capacity reasons.
			£1.060m	A	Savings estimated to be delivered in 2023/24 based on the number of customer care reviews expected to be completed.
			£1.120m	G	
Non-residential customers to remain at home with reduced package	Prior Years	£0.766m	£0.383m	A	Savings expected to be delivered in 2023/24. As at August, £0.383m were reported as delivered.
			£0.383m	G	
Continuing Healthcare	Prior Years	£0.675m	£0.509m	G	Savings expected to be delivered in 2023/24.
			£0.166m	B	
Placement costs	Prior Years	£1.500m	£0.500m	B	Delivered through the fees uplift decision report.
			£0.690m	G	Savings combined with community care reviews for delivery purposes.
			£0.310m	R	Savings at risk of not being delivered until 2024/25 because of timing and capacity reasons.
Occupancy of Shaw contract	Prior Years	£2.594m	£2.260m	G	The saving is based on occupancy of 90%. Since July, that target has been exceeded and has meant that some of the shortfall from early months has been recovered.
			£0.334m	R	Savings at risk because of average occupancy in the first quarter and due to the challenges, that will exist in maintaining it throughout the year, for example if any of the homes become temporarily closed to new admissions owing to seasonal illness.

Savings Key:

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

Capital Programme

Summary - Capital

12. Currently, there are no Adult Services capital schemes within the County Council's Capital Programme.
13. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the Budget Report published in February 2023.

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR58	The care market, and in particular the Lifelong Services and Mental Health market is experiencing significant fragility. This is anticipated to be related to factors such as but not limited to cost pressures, changing requirements and expectations, and workforce challenges. There is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex being left without suitable care.	20	20

15. Further details on all risks can be found in **Appendix 5** - 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, Learning and Skills Portfolio – Summary

Performance Summary

1. Performance highlights this quarter:

- The Children's Services Practice Improvement Plan (PIP) which is overseen by the senior management team and the independent Improvement Board, has been reviewed and replaced with a **Continual Practice Improvement Plan (CPIP)**. The CPIP summarises the current key priorities for children in line with the seven practice areas for improvement identified in the Inspecting Local Authority Childrens Services (ILACS) report published 11th May 2023. It also contains actions from the previous Practice Improvement Plan where the Council aspires to do even better. The overall effectiveness of Children's Services remains as 'requires improvement to be good' with some elements of the service and leadership already in the 'good' range.
- Following the ILACS outcome, the Senior Leadership Team is **delivering against the three priorities for the service related to good service management, consistently good levels of practice delivery and effective partnership arrangements across children's services**. Management activity remains 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. External scrutiny and monitoring is undertaken by the reconstituted *Continual* Practice Improvement Board (CIB) which is independently chaired by Steve Crocker, previous Director of Childrens Services for Hampshire and newly appointed Department for Education advisor, to oversee continual improvements for a further 6 to 12 months in West Sussex.
- The Departmental Leadership Team (DLT) and staff are committed to maintaining the **pace and trajectory of service improvement as the County Council journeys towards a 'good' and 'outstanding' Ofsted judgement**. Therefore, previous Ofsted preparation meetings have been reviewed, evaluated, and amended to focus more fully on 'getting to good' practice. The Senior Leadership Team provide a highly visible approach across the teams and have ensure regular improvement activity which will be ongoing across the Department. Quality assurance activity remains robust and provides good evidence of the quality and effectiveness of practice which is fed back to DLT. Areas for improvement are built into the department's Continuous Practice Improvement Plan which is delivered by Heads of Service.
- The **implementation of the Family Safeguarding Model** (Phase 2) is now complete and the service is fully implemented. The new service model has continued to recruit the wider multi-disciplinary staff into the teams, with a number of mental health workers joining the service in October.
- The **Workforce Development workstream** has been extremely successful with the service having now recruited over 38 qualified social workers. Further candidates are due to start in the coming months from the overseas recruitment programme that has been implemented. This has significantly contributed to reducing the rate of uncovered vacancies within the qualified social work teams to below zero by the end of Q2. This has also ensured that

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average caseloads across the social work teams continues to reduce and a reduced reliance on interim agency staff within the service.

Our Council Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Children and Young People, Learning and Skills		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
1	Measure: Percentage of re-referrals to Children's Social Care within 12 months of the previous referral Reporting Frequency: Quarterly	21.0%	Mar-23	Jun-23	Sep-23	↗	R
			R	R	R		
			26.0% (2022/23 target: 22%)	25.0%	24.0%		
Performance Analysis: Sep-23: Overall referral rates have reduced over the last quarter and re-referrals have also fallen. Actions: Managers continue to have oversight and scrutiny of the data on re-referrals to establish what actions need to be taken to ensure that this stays on track.							
2	Measure: Percentage of Early Help Plans closed with outcomes met Reporting Frequency: Quarterly	77.0%	Mar-23	Jun-23	Sep-23	↘	R
			A	R	R		
			68.1% (2022/23 Target: 74%)	68.7%	63.7%		
Performance Analysis: Sep-23: There is a reduction in outcomes met for the rolling 12-month performance. Actions: All cases continue to be reviewed where consent is withdrawn or disengaged and is stepped up to social care to identify any training or practice issues.							
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%	Mar-23	Jun-23	Sep-23	↗	A
			R	R	R		
			12.3%	13.0%	12.8%		
Performance Analysis: Sep-23: After an increase in Q1 this measure has stabilised. A more strategic approach is now being taken by commissioning in terms of accessing suitable placements as well as the ongoing investment in the in-house fostering service to identify and support placements that will reduce disruption and offer young people permanence. There remain significant challenges around identifying placements for teenagers as finding the initial correct placement is more challenging. Actions: Work around the use of unregistered placements has recently been effective with clear direction set in respect of reducing the use of such placements. Children in these placements make up a large percentage of this overall cohort.							
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, reported a quarter in arrears	66.0%	Dec-22	Mar-23	Jun-23	↘	A
			G	G	A		
			66.0%	65.0% (2022/23 Target: 64%)	64.0%		
Performance Analysis: Sep-23: This figure has remained stable in the last quarter. An enhanced education offer with the Virtual School is being developed and the service has recently initiated work based on challenges provided by young people in respect of barriers to higher education and needing to embed this as a possibility at an early age for children in care. This is in line with Ofsted feedback in respect of needing to be aspirational in our practice. Stable performance in this area is positive and it is correlated with the end of Y11 when an increase in the number of children out of education could be expected. Actions: Work is being undertaken with our Children in Care Council and Care Leavers Advisory Board in respect of barriers to higher education and we have been able to take some swift aspirational action such as increasing the University bursary from £2,000 to £3,000 per young person.							

Children and Young People, Learning and Skills		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
9	Measure: Percentage of children becoming subject to a Child Protection Plan for a second or subsequent time. Reporting Frequency: Quarterly	23.0%	Mar-23	Jun-23	Sep-23	→	A
			24.0%	R 26.0%	R 26.0%		
Performance Analysis: Sep-23: This measure is reporting slightly higher than the target, however numbers of children becoming subject to repeat child protection plans have reduced overall. Actions: Service Managers review children who have become subject to a Child Protection Plan for a second or subsequent time to ensure that plans are outcome focussed and seek to create change for children. Additionally, targeted work is taking place to improve the quality of Child Protection Plans and the difference that these make to children.							
21	Measure: The percentage of young people attaining Grade 4 and above for Maths and English GCSE by age of 16 years old Reporting Frequency: Annually (Q3)	68.0%	2020/21	2021/22	2022/23	↘	G
			G 72.2%	G 75.2%	G 69.6%		
Performance Analysis: Jun-23: The data reflects the GCSE results from the academic year 2021/22 which were released in August 2022. A higher percentage of children in West Sussex schools achieved a level 4+ in English and Maths compared with all children (64.4%) but slightly lower than across the Southeast (70.9%) GCSE results for the academic year 2022/23 will be reported in the Q3 PRR. Actions: Standards and effectiveness have a comprehensive package of support and training for all maintained schools which covers key elements of curriculum, standards, and expectations. Through a programme of annual conversations and data, targeted support can be provided to improve performance.							
25	Measure: Percentage of schools with OFSTED rating 'good' or 'outstanding' Reporting Frequency: Quarterly	90.5%	Mar-23	Jun-23	Sep-23	↗	G
			G 91.4%	G 91.1%	G 93.0%		
Performance Analysis: Sep-23: During September, inspections re-started and inspection reports held over from the summer term were published. 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 now 93.0%. The percentage judged good or outstanding in each school phase is as follows: Primary Schools: 88.5%, Secondary Schools: 100%, Special Schools: 100% Seven schools retained their Good rating. One school went from Requires Improvement to Good whilst one school went from a previously Good rating to Requires Improvement. Actions: All maintained schools are linked with the Standards and Effectiveness team and work with their named advisor to create robust development plans which are supported by the programme of professional development offered.							
26	Measure: Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools Reporting Frequency: Quarterly	90.0%	Mar-23	Jun-23	Sep-23	↗	G
			G 94.2%	G 93.0%	G 93.3%		
Performance Analysis: Sep-23: This measure looks at the number of children who are attending good or better schools as opposed to measure 25 which looks at the schools themselves. This measure does not include pupils in those schools inspected as academies. The percentages of pupils accessing Ofsted rated good or outstanding maintained schools are: Primary Schools: 89.4%, Secondary Schools: 100%, Special Schools: 100% Actions: All maintained schools are linked with the Standards and Effectiveness team and work with their named advisor to develop robust development plans, which are supported by the programme of professional development offered.							

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Children and Young People, Learning and Skills		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
27	Measure: Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2 Reporting Frequency: Annually (Q3)	71.0%	2019/20	2019/20	2022/23	↓	R
			G	A	R		
			61.8%	62.7%	55.0%		
Performance Analysis: Jun-23: The data reflects the KS2 results from the academic year 2021/22 which were released in July 2022. Whilst pupils have received their results for this year, the data is still unvalidated. An update for the current academic year will be available in October 2023. Children in West Sussex schools did not achieve as well as those nationally and in the Southeast in most subjects but especially writing. This then impacts on the combined score of Reading, Writing and Maths (RWM). Actions: The writing element of the KS2 tests is teacher assessed and moderated by the County Council. This process has been reviewed and had external scrutiny to ensure it is fit for purpose. Whilst the final report is still to be received, the initial feedback is positive. The annual conversations with schools focused on outcomes and challenged practice around writing. An enhanced offer of professional training was developed to support teachers work in this area. In the next academic year, the team are running a project 'The Write Way Forward' to share good practice and develop the teaching of writing across schools.							
28	Measure: Average attainment 8 score of students at Key Stage 4 including English and Maths Reporting Frequency: Annually (Q3)	49.0	2020/21	2021/22	2022/23	↓	G
			G	G	G		
			50.3	51.6	49.1		
Performance Analysis: Jun-23: The data reflects the GCSE results from the academic year 2021/22 which were released in August 2022. Each pupil's attainment 8 score is calculated by adding up the points for eight subjects, with Maths and English counted twice. This measure reports the average score achieved by children across West Sussex. Children in West Sussex achieved higher attainment 8 scores compared to the national picture (47.2) and statistical neighbours (49.06). They were, however, slightly lower than the Southeast (50.1). Actions: All secondary schools in the county have taken specific actions to improve performance. Where appropriate, the Local Authority brokers individual support for maintained schools and some academies through school-to-school support and wider professional networks.							
29	Measure: Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2 Reporting Frequency: Annually (Q3)	16.0%	2018/19	2019/20	2022/23	↑	R
			G	A	R		
			23.4% (Target in 2018/19: 24%)	25.3% (Target in 2019/20: 24%)	24.0%		
Performance Analysis: Jun-23: The data reflects the KS2 results from the academic year 2021/22 which were released in July 2022. Whilst pupils have received their results for this year, the data is still unvalidated. An update for the current academic year will be available in October 2023. Nationally, attainment has fallen compared to 2019 for all students, however, the attainment of disadvantaged pupils has fallen further than for other pupils, increasing the attainment gap. Actions: Closing the gap in attainment between disadvantaged and their non-disadvantaged peers remains a key priority for all in education. The national tuition programme has continued throughout this academic year, with schools receiving additional funding to provide tuition in core subjects for those children identified. A broad programme of professional development and school to school support has included training programmes, networks, and individualised interventions. From September 2023, an 'Everyone Achieves' project will be running to further develop school to school support across all key stages to share good practice.							
30	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 December-February annually) Reporting Frequency: Monthly for December - February only.	6.0%	Mar-21	Mar-22	Mar-23	↓	R
				G	R		
			7.1%	6.0%	9.5% (2022/23 Target: 6.5%)		
Performance Analysis: Sep 23: There is an upward trend in the percentage of 16-17-year-olds not in education, employment or training (NEET). However, the underlying cause is that we are not tracking destinations as stringently as in the past. Therefore, the number who are 'unknowns' is growing. This skews the NEET data and does not necessarily tell us that more young people are NEETS, just that there is a growing number who we have no information on. The March 2023 percentage has been updated following the validation of the data in September.							

Children and Young People, Learning and Skills		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Actions: The County Council's careers advisors continue to offer targeted support to help young people struggling to fulfil their career potential. Bespoke offers are sourced which may include short term employability courses to develop skills and confidence before considering full time engagement. There remains a small number of young people with complex issues for whom partnership working is required to ensure the right support is made available.</p>							
56	<p>Measure: The percentage of Education, Health and Care Plans (EHCPs) completed within 20 weeks.</p> <p>Reporting Frequency: Quarterly</p>	35.0%		Jun-23	Sep-23	↗	R
			R	R			
	New Measure - No Data		1.1%	20.6%			
<p>Performance Analysis: Sep-23: The percentage of Education, Health and Care Plans (EHCPs) completed in time is in relation to the total number completed, which is also increasing, so the team will not be able to meet the 35% target and performance will remain between 25% and 30% until the backlog is cleared, estimated Winter 2024.</p> <p>Actions: The County Council has commissioned a third party to support with the backlog of assessments and to bring capacity to the service. The Authority is part of the Department of Education 'Delivering Better Value' programme and has completed phase one which explored ways the service can be developed. A new SEND governance structure has been created and will have oversight of the recovery work being done in this area.</p>							
57	<p>Measure: Children and young people with Education, Health and Care Plans (EHCPs) accessing mainstream education.</p> <p>Reporting Frequency: Quarterly</p>	37.0%		Jun-23	Sep-23	↘	G
			G	G			
	New Measure - No Data		53.1%	45.5%			
<p>Performance Analysis: Sep-23: Figures have been amended to reflect school-age children only. This has increased from 2022. In 2022, placement of Education, Health and Care Plan (EHCP) pupils in mainstream /academy/free school settings fell across West Sussex (30.6%) and was less than the South East (32.1%).</p> <p>Actions: To increase the number of children attending mainstream schools or provision, the County Council is working with schools to develop additional specialist support centres and to redesignate some to meet emerging needs. We are also promoting inclusive practices and encouraging schools to utilise the training and development available.</p>							
58	<p>Measure: Children and young people with Education, Health and Care Plans (EHCPs) accessing Independent and Non-Maintained Special Schools (INMSS).</p> <p>Reporting Frequency: Quarterly</p>	9.0%		Jun-23	Sep-23	↗	R
			R	R			
	New Measure - No Data		16.9%	14.9%			
<p>Performance Analysis: Sep-23: There continues to be a high demand for specialist places. As a result, this target is unlikely to be achieved in the 2023/24 financial year.</p> <p>Actions: The service continues to work with other departments and wider partners such as the Department for Education to develop capacity within the County Council school estate to meet the needs of children within their own locality.</p>							
59	<p>Measure: Number of New Pupil places.</p> <p>Reporting Frequency: Quarterly</p>	227		Jun-23	Sep-23	→	G
			G	G			
	New Measure - No Data		158 (in delivery)	158 (in delivery)			
<p>Performance Analysis: Sep 23: The remaining 39 SEND places will not be completed 2023/24, however 27 of these places are due to be completed by August 2024. 15 of these places are now post-tender and 12 in design. The remaining 12 places are over budget and a change request is currently making its way through the Capital Governance process with a recommendation to seek Cabinet Member Decision to increase the budget expected in October/November 2023. The remaining 30 Non-SEND places are currently in design and on track for completion in 2023/24.</p> <p>Actions: The service continue to work with colleagues in other departments and districts and boroughs to ensure there is sufficiency within the school system. The aim is for children to be able to access high quality provision within their own locality.</p>							

Finance Summary

Portfolio in Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure - Overseas Social Workers and EP Assessments	£0.644m	Covid-19 Grant Funding	(£0.644m)	
Placement costs for Children We Care For without Disabilities (including unregistered placements)	£22.000m	Use of Social Care Sustainability Reserve for placement costs for Children We Care For without Disabilities	(£10.000m)	
Non-delivery of savings - In-year slippage on National House Project	£0.750m	Family Safeguarding adult workers – Staffing underspend	(£0.900m)	
Placement costs for Children We Care For with Disabilities (including home care support and transport)	£1.800m	In-house Residential Homes – Staffing underspend	(£0.300m)	
Placement costs for Older Children (Care Leavers)	£0.800m	Intentionally Homeless support – Continuation of reduced demand	(£0.500m)	
Placements and related costs for Children seeking Asylum	£0.500m	Supported Accommodation Reform Grant	(£0.300m)	
Direct Payments – Demand growth and increase in hourly rates	£0.500m	Increase in Home Office Grant receipts expected	(£0.300m)	
Special Guardianship Orders – Demand growth	£1.000m	Other variations	(£0.025m)	
Additional cost of agency staff over and above staffing budgets	£1.250m			
Client Spend - Family Safeguarding and Children We Care For	£0.600m			
Home to School Transport	£4.839m			
Outsourcing and recruitment of Educational Psychologists to meet demand and clear backlog	£0.834m			
Traded income shortfall – Data subscriptions, School Effectiveness and Leadership and Governance	£0.237m			
Children and Young People Portfolio - Total	£35.754m		(£12.969m)	£22.785m

Financial Narrative on the Portfolio's Position

- As at the end of September, the forecast for the Children and Young People, Learning and Skills Service budget is a projected overspend of £22.8m, an increase of £6.8m when compared to the reported June position.

Portfolio Pressures:

- The budget for **placements for Children without Disabilities** is currently forecast to overspend by £22.0m. This represents an increase of £5.9m since June and is due to the following factors:

- The current placement mix, including the continuing high proportion of external residential placements,
- The number of high-cost external residential placements, with a weekly cost significantly higher than the average, at over £9k per week,
- The continuing high numbers and costs of unique care and support arrangements in unregistered settings,
- The increase in the overall numbers of Children We Care For, which exceeds the numbers that were forecast in the modelling that was used to inform the budget for 2023/24.

5. As part of 2023/24 budget setting process, £10m was held centrally to provide mitigation during 2023/24 if required. Given the current outlook and the continuing challenges being seen both locally and nationally across the sector, this funding has been released to the Portfolio, thereby providing a temporary funding mitigation until further progress can be made to provide sustainable solutions to the current budget pressures.

6. The table below shows the current position against each of the issues described above. This table includes the use of the £10m temporary funding mitigation.

Type of Placement (Excluding Asylum)	Based on Values As AT The End Of September 2023				CWCF Variation	Projected Overspend (£) (Based on Average Current Cost)
	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	102	£4,877	110	£4,844	8	£1,695,000
Independent Fostering	201	£1,054	214	£1,059	13	£681,000
Independent Parent & Child Fostering	9	£1,609	5	£1,322	4	(£157,000)
In House Fostering	214	£413	193	£485	(21)	(£338,000)
In House Parent & Child Fostering	3	£1,151	4	£762	1	£11,000
Independent Living (Spot Purchasing)	23	£301	36	£1,643	13	£846,000
Kinship	87	£229	82	£260	(5)	(£64,000)
Placed for Adoption/ Placed with Parents	50	£-	59	£-	9	£-
External Residential Family Unit	2	£2,883	2	£5,400	-	(£49,000)
Secure Unit	4	£7,823	3	£4,534	1	(£204,000)
Other Placement Types	40	N/A	60	N/A	20	N/A
SUBTOTAL	736		768		32	£2,421,000
External Residential – Additional Costs. There have been 36 placements so far this year that have cost significantly higher than the average of £5k per week. The weekly costs of these placements range from £9.2k to £25.5k, with these excess costs reported separately.						£3,998,000
Unregistered and Unique Care and Support Arrangements. There are currently 14 of these placements, with weekly costs that range from £11.0k to £29.4k.						£5,581,000
TOTAL						£12,000,000

7. Over the last quarter, the numbers of **unregistered arrangements** have remained the same, at around the 14 placements, although three children are expected to leave during October. The current budget forecast reflects these expected moves in October, with 11 unregistered placements forecast for October and November, and a further anticipated step down to only 8 children by December. However, there is a risk that, whilst the current cohort of

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children are successfully stepped down into other care arrangements, they may be replaced by new cases. If the number of cases were to continue at the existing level of 14 until the end of the financial year, then the current projected cost would increase by a further £1.8m.

8. The placements budget for **Children with Disabilities** is currently forecast to overspend by £1.8m, an increase of £0.2m since June. The primary reason for this is the increase in the number and type of care at home packages which are required to prevent family breakdown or when it has been agreed that the child does need to become looked after but there are no suitable placements available.
9. The budget for **placements for Older Children We Care For** is currently forecast to overspend by £0.8m, a reduction of £0.2m since June. The forecast overspend is primarily due to increased numbers, costs of spot purchase of independent living placements and a worsening in the ratio of block versus spot placements. The total number of spot purchases currently stands at 57 at the end of September, compared to an average of 38 during 2022/23.
10. The current **Direct Payments** budget forecast is for an overspend of £0.5m, a reduction of £0.4m since June. The forecast overspend can primarily be attributed to two key factors:
 - A £2 increase to the hourly rates of Direct Payments, in response to the increasing cost of Personal Advisors, and uplifts to the National Living Wage,
 - A continued increase in demand growth.
11. The £0.4m projection reduction since June reflects that demand growth over the first six months of this year has been at a lower level than originally anticipated. There is still some uncertainty with regards to the full impact of the payment uplifts, and how achievable it is for these to be applied to all accounts before the end of the financial year. The forecast will continue to be kept under close review.
12. The **Special Guardianship** budget is currently forecast to overspend by £1m, which represents an increase of £0.3m since June. There was a similar level of overspending in 2022/23, and this is primarily due to continued demand growth over previous years that has outstripped any increases to the budget, plus some changes to the financial policy for guardianship order holders.
13. The placements and supporting budgets for **Children seeking Asylum** are forecast to overspend by £0.5m, which represents an increase of £0.3m since June. This is primarily due to rising costs and the mix of placements, particularly between block and spot accommodation. A new block contract has recently been awarded in response to new referrals, however the number and proportion of spot placements remains high when compared to 2022/23.
14. **Agency staff** support was increased during 2022/23 to help stabilise the Family Safeguarding Teams, and in preparation for the full Ofsted inspection. The intention was for this support to be scaled back once progress was being made on closing the permanent vacancy gap across the teams. The overseas worker recruitment project has supported this, and whilst many new workers are now in post, there are still some who are yet to arrive. As a result, some agency workers have been retained for a longer period than originally planned,

which is contributing to a forecast overspend of £1.2m. It is anticipated that the remaining overseas workers will arrive before the end of the calendar year, meaning that the reliance on agency staff should start to reduce during the last quarter of the year.

15. An overspend of £0.6m is forecast against the **Client Spend within Family Safeguarding and Children We Care For** budgets, across all teams. Whilst this represents an increase of £0.3m since June, there has been progress made in many areas in terms of understanding patterns of spending and increased levels of control.
16. Whilst there is currently no budget pressure included in the September forecast, there is an escalating risk around the levels of grant receipts expected as part of the **Supporting Families Programme**. Tightening of the criteria and changes to the system have meant that the claim for the first quarter was unsuccessful and only £0.087m was received for quarter two. Although work is ongoing to address this for future claims, there remains a risk that the level of grant receipts will fall short of the £0.8m 'payment by results' grant assumed within the budget. This is being kept under close review and an impact assessment of the programme is underway. The Council will also be working with other councils affected by this in-year change to lobby Government to re-consider such changes.
17. **Home to School Transport** is forecast to overspend by £4.8m. The majority of this relates to SEND transport which is forecast to overspend by £4.4m based on the following:
 - Underlying demand pressure from 2022/23 of £2.0m which have continued into the current year,
 - A forecast of further inflationary pressures of £0.5m following the retendering of some routes,
 - An assumed level of growth in pupils needing transport of £1.4m. The growth is based on the assumption that historic levels of growth continue in the order of 180 additional pupils per annum and the spread continues in a broadly similar pattern i.e., how they are transported and where pupils attend using the current average costs of those provisions,
 - A further assumed level of growth as a result of processing the backlog of Education Health and Care Needs Assessments of £0.3m,
 - A projected increase in the cost of Escorts/Personal Assistants employed internally and externally amounting to £0.2m, and,
 - A £0.042m overspend related to the external transport provision for pupils attending the Alternative Provision College.
18. Mainstream transport is projecting an overspend of £0.231m due to an increase in the forecast cost of external taxi provision and a continuation in the fall of income received from parents paying for concessionary fares, which has not returned to pre-covid levels. Post 16 Transport provision for SEND pupils, based on the current projected contract cost of routes is projecting a £0.175m overspend.
19. Although performance is improving, the SEND and Inclusion Service are currently experiencing significant difficulty in completing **Education Health and Care Needs Assessments (EHCNAs)** within the 20-week statutory deadline, as laid out in the SEND Code of Practice (2015). Due to the increased

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demand for EHCNAs and a national shortage of Educational Psychologists (EPs), the volume of assessments taking longer than 20 weeks has escalated with the current average being 42 weeks to complete assessments.

20. Currently the team is receiving 105 EHCNA requests a month, but due to the number of vacancies within the Educational Psychology team, only 75 are being completed. As a result, and to keep up with current demand, 30 additional assessments will be required to be undertaken each month and external support has been secured.
21. In terms of the current backlog of 650 EHCNAs, it is assumed 200 of these will be able to be completed in the last six months of this year, with the remaining 450 needing to be actioned in 2024/25. This will be accomplished through additional efficiencies within the Educational Psychologist team and additional temporary staffing within the SEND assessment team.
22. **School Trading Income** has not grown significantly over the last couple of years following the Covid-19 pandemic. This has led to a £0.237m shortfall against income targets within School Effectiveness, Data Subscriptions and Leadership and Governance.

Portfolio Mitigations:

23. Recruitment challenges have led to delays in appointing to the **Adult Worker roles** included in the Family Safeguarding Model, resulting in an estimated underspend of £0.9m. This represents further underspending of £0.1m since June due to the ongoing delays. However, it is still anticipated that these workers will be in post towards the end of this year.
24. An underspend of £0.3m is forecast for the **In-House Residential** budgets, as a result of **staffing vacancies**. A new agency provider has been partnered with to support the recruitment of alternatively skilled staff as part of a new recruitment strategy. However, the number of appointments to date is fewer than initially anticipated back in June, leading to increased underspending of £0.2m forecast for 2023/24.
25. Following the Covid-19 pandemic, there has continued to be a reduction in the number of families supported from the **Intentionally Homeless budget**. Numbers have increased at a slower rate than expected, and there is a forecast underspend of £0.5m for 2023/24.
26. A new grant has been announced by the Department for Education in response to **changes in legislation for providers of supported accommodation for children we care for and care leavers** aged 16 and 17. Although some additional resource requirements have been identified, much of the expected resource required is already in place as a result of the recent Commissioning Service redesign. Therefore, funds of £0.3m are expected to be available to provide mitigation against other service pressures. Going forward there is still uncertainty around future levels of grant receipts, so whilst further savings have been put forward for 2024/25 based on current assumptions, the permanency of this funding is still to be confirmed, and therefore the delivery of future savings will be kept under close review.

27. Grant receipts expected from the Home Office in relation to our Children seeking Asylum are forecast to exceed the budgeted level by £0.3m. This represents an increase in the forecast grant receipts of £0.9m since June. This is primarily due to a recent increase in the number of children we care for in this cohort, including higher numbers of referrals via the National Transfer Scheme. The numbers of children we care for have been reported at 104 for the first week of October, compared to 86 at the end of June.

Recovery Plan:

28. The Children's Leadership Team have considered a set of mitigating actions to reduce the budget pressures this year whilst still maintaining appropriate levels of service to ensure that all statutory requirements are being met. The actions being taken are ongoing and reviewed regularly by the Directorate Leadership Team.

29. The number of children we care for per 10,000 population is in line with statistical neighbours but the County Council currently has 14.45% of the children we care for (excluding disability and asylum) placed in external residential care, compared to 10% for our statistical neighbours. The main ambition of the Children's Leadership Team is to reduce the proportion of children and young people in external residential placements to a level more in keeping with neighbouring authorities. At the beginning of the financial year this percentage stood at 14.97%, so some progress has been made but this will take time to impact and is dependent on the sufficiency of other placement arrangements such as fostering.

30. The reduction in external residential placements will be partly addressed by increasing the overall percentage of kinship arrangements in the county which has been in decline over the last two years. In order to reverse this decline, a project team has been formed and they are working to increase the overall percentage of kinship arrangements in line with the recommendations of the Independent Review of Children's Social Care and new Family Safeguarding practice model. The number of kinship placements has increased from 74 in March 2023 to 88 at the end of September. The current target is to reach 120 by the end of the financial year.

31. Other mitigating actions being taken to reduce external residential placements costs includes:

- Regular senior management review of all high-cost placements,
- Increase in the number and availability of in-house placements to reduce the need for high-cost options.

32. Work is also underway to combat the number of external residential placements at significantly higher than average cost. The Children's Commissioning Service is designing and building a suite of new commissioning tools, which include a Market Position Statement to further strengthen and develop the County Council's Placement Sufficiency Strategy. It is anticipated that this will increase the utilisation of local private markets and be delivered in a more cost-effective manner in the next financial year.

33. Over the last year, the service has been to South Africa twice in order to recruit social workers, and as a result, 51 offers have now been made to social workers from overseas. 38 of these social workers have now joined the County Council and the remaining 13 are expected to arrive during the third quarter of

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2023/24. The new international social workers are being provided with an enhanced induction plan, and once trained, these staff are being moved into “permanently funded” posts with the aim that they will eventually provide the capacity to backfill peer absence for maternity, sickness etc and eventually reduce reliance on agency staff.

34.A review of the Home to School Transport budget is also underway with the aim of looking at several different savings possibilities:

- Independent Travel Training increase take up,
- Single occupancy/multiple occupancy associated risks,
- Multiple drop off points to homes vs local pickup/drop off points,
- Route maximisation software – saves on time and fuel,
- Personal Transport budget – parents/carers get mileage payment,
- Scrutiny and sign off process for home to school transport and annual review process to determine if transport is still required,
- Income generation – use the transport fleet during ‘off peak’ period to bring in income i.e., providing transport services more widely.

Dedicated Schools Grant (DSG) Overview:

Dedicated Schools Grant In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Assumed overspend when 2023/24 budget was set	£20.578m	3–4-year-old Nursery Provision – based on activity in the summer term	(£1.106m)	
Specialist Support Programmes	£1.532m	2-year-old Nursery Provision – based on activity in the summer term	(£0.135m)	
Funding for EHCP assessments beyond statutory timelines	£1.300m	Schools block – Growth Fund commitments for new academic year less than allocation	(£0.215m)	
Post-16 Placements – Increased cost of independent specialist placements	£1.055m	De-delegated services – additional income from Free School Meals checking service	(£0.023m)	
Exceptional Needs funding and Top Ups	£1.035m			
Staffing overspend due to extension of Schools Forum related posts until the end of the financial year	£0.258m			
High Needs Placements in Independent and Non-maintained Sector (INMS)	£0.256m			
Other variations	£0.135m			
Children and Young People Portfolio - Total	£26.149m		(£1.479m)	£24.670m

35. At the end of September, the forecast for the Dedicated Schools Grant (DSG) is a projected overspend of £24.7m against the County Council’s DSG allocation from Government in 2023/24 and is largely related to an overspend on the High Needs block. This overspend will be transferred to the DSG Unusable

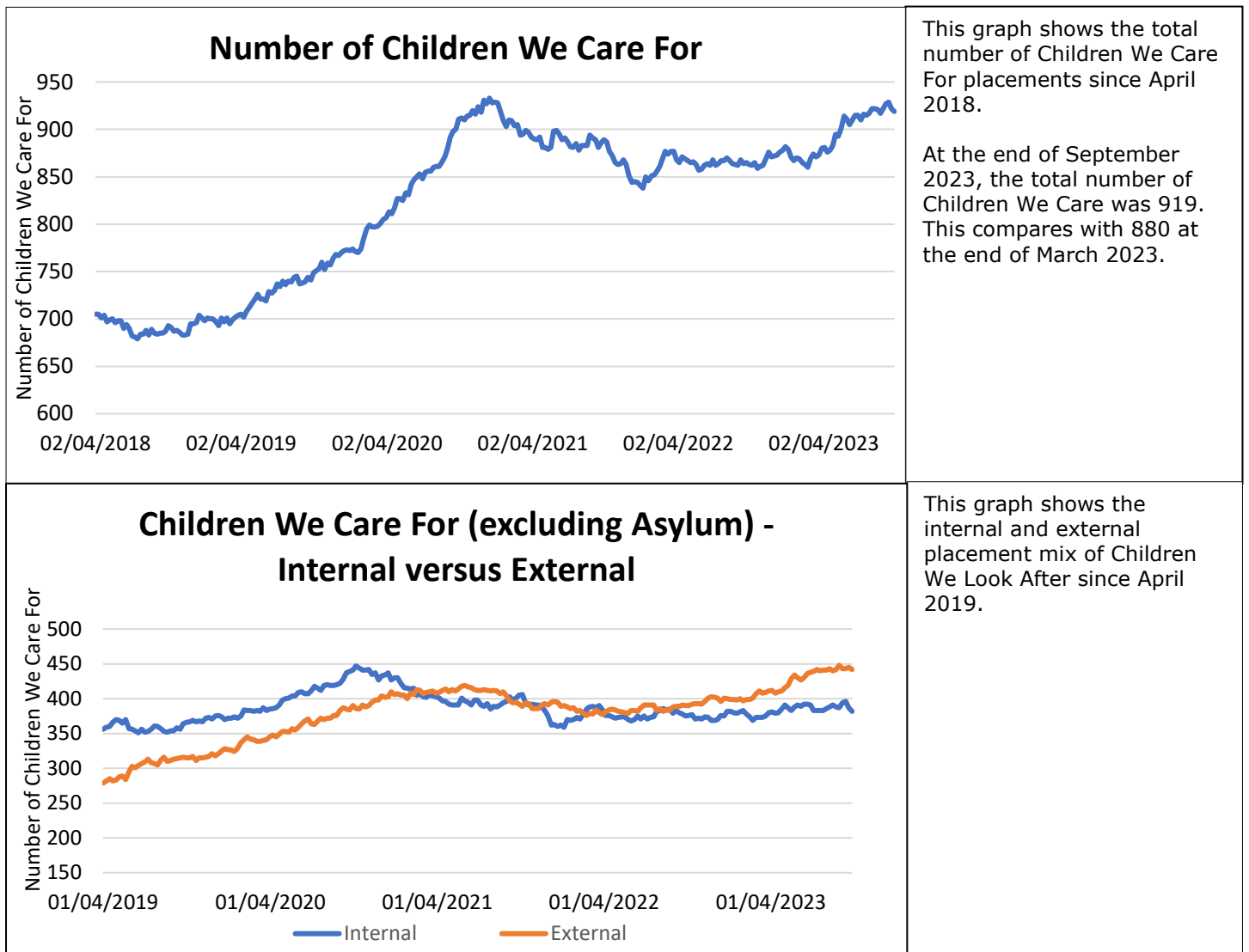
Reserve at the end of the year, thereby increasing the DSG deficit to an estimated £67.3m.

36. Based on the level of increase in the number of pupils with an Education, Health and Care Plan (EHCP) over the last three years, it was assumed for DSG budgeting purposes that the number of pupils identified as needing additional support through an EHCP would continue to rise by 450 this year. Based on these numbers, the budget required in 2023/24 was calculated to be £144.7m, which when compared to the County Council's 2023/24 DSG allocation of £124.1m and therefore a forecast overspend of £20.6m.
37. However, over the first half of the year, the net total of pupils with an EHCP has increased by 256, which is slightly higher than originally forecast and as a result, the High Needs Block DSG projected overspend has increased by £5.5m to £26.1m. The main reasons for this increase are:
- Additional £0.3m projected to retain temporary posts funded from Schools Block until the end of the financial year,
 - Estimated £1.3m of increased placement costs within the independent sector and post-16 service,
 - Increased top-up payments of £1.0m to mainstream schools with numbers of EHCP pupils in excess of 3% of school population (up from 35 schools at £11,700 per annum to 54 schools at £14,500 per annum) and Exceptional Needs Funding (ENF) costs at two special schools,
 - Temporary funding paid to mainstream schools to meet identified needs of pupils where the EHCNA process is taking longer than 20 weeks. An additional £1.3m is projected,
 - Increased number of post-16 specialist support programmes - up from 46 placements last year to 67 placements this year, estimated to cost an additional £1.5m,
 - Shortfall of traded income of around £0.1m from schools within the Inclusion Teams.
38. However, there have been a couple of mitigating underspends within the other DSG blocks:
- Based on the activity in the summer term, nursery numbers have been lower than allowed for in the Early Years Block DSG budget and therefore an underspending of £1.2m is being forecast,
 - Following the publication of pupil admission numbers for September 2023, additional growth fund monies have been paid out to schools, and these have totalled £0.2m less than was allocated as part of the Schools Block DSG budget.
39. Overall, the DSG budget is currently expected to overspend by £24.7m in 2023/24 which will therefore see the overall DSG deficit increase to £67.3m by the end of the financial year. However, this forecast is based on the existing increase in numbers of pupils with an EHCP. As the number of EHCNAs being carried out increases and the subsequent work to clear the backlog that has built up over the last year, the number of pupils with an EHCP will increase quite substantially. In terms of additional placement costs, it is anticipated that this could result in a potential part year impact on the High Needs DSG budget of £2.5m in 2023/24, and £17.7m in 2024/25.

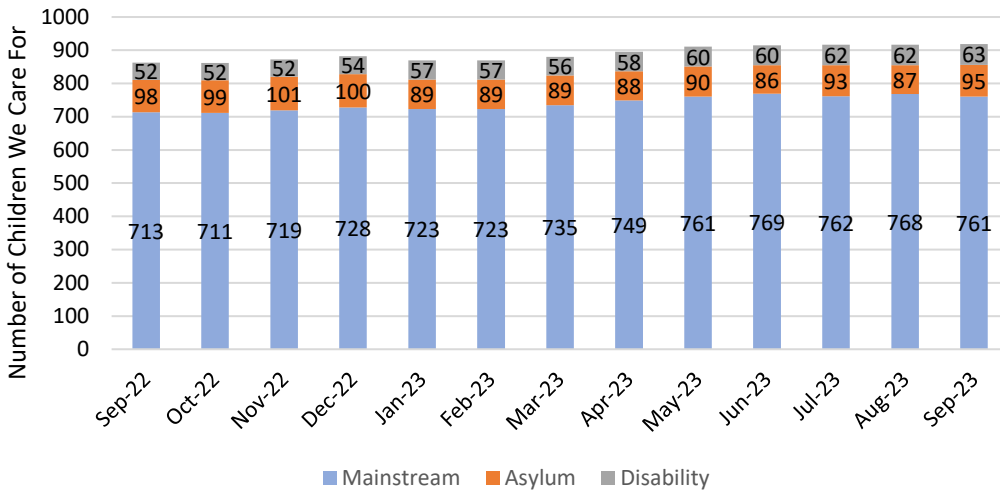
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40. The County Council is part of the F40, which is a group made up of 42 local authorities campaigning for fair funding across all areas of education. This group has undertaken some financial modelling looking at the rise in demand for EHCP numbers and inflation since 2015 and has calculated that an additional £4.6bn would be needed nationally to meet the current demand for SEND support. This figure has also been backed by the National Education Union, Association of School and College Lecturers, National Association of Head Teachers, and the County Councils Network, and was shared at a meeting with the Department for Education funding team in September.

Cost Drivers Information



Children We Care For Volumes - Rolling 12 Months

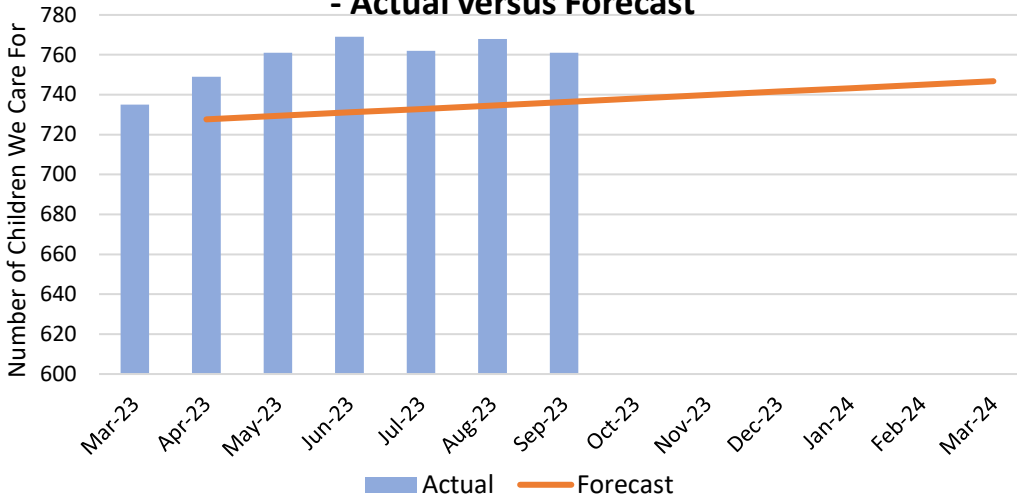


This graph shows the total number of Children We Care For placements by:

- mainstream placements
- asylum seeking children and (orange),
- children with learning disabilities (grey).

The Council's revised allocation of Unaccompanied Asylum-Seeking Children (UASC) under the National Transfer Scheme is 177. As at the end of September, the number of UASC children was 95.

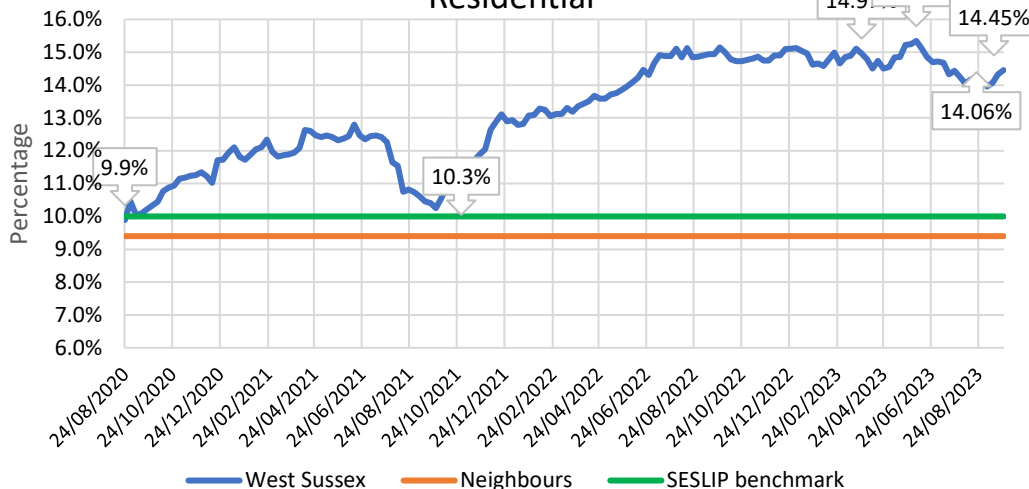
Number of Children We Are For (without Disabilities) - Actual versus Forecast



This graph shows the number of Children Without Disabilities We Care For compared to the budgeted expectation.

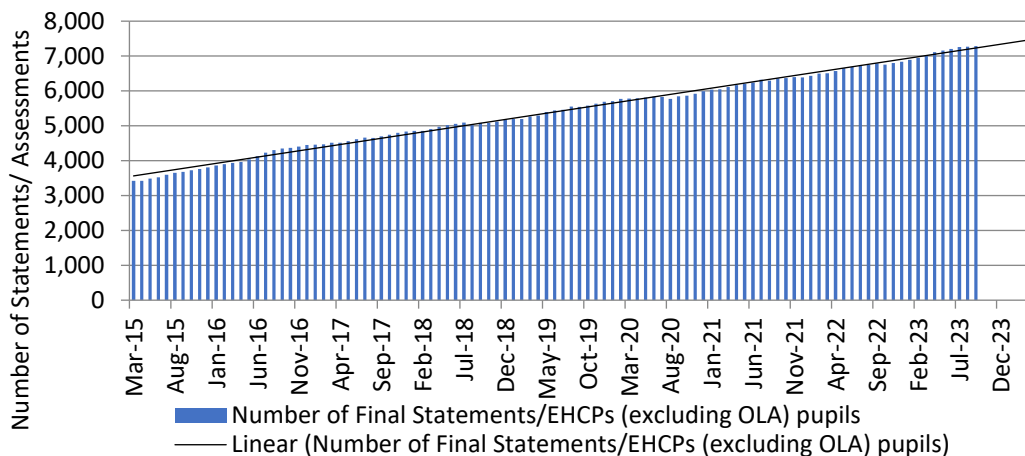
The graph shows the growth in the number of mainstream Children We Care For has exceeded the budgeted forecast during the first half of the year, which is adding further pressure to the placement budgets.

% of Children without Disabilities placed in External Residential



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

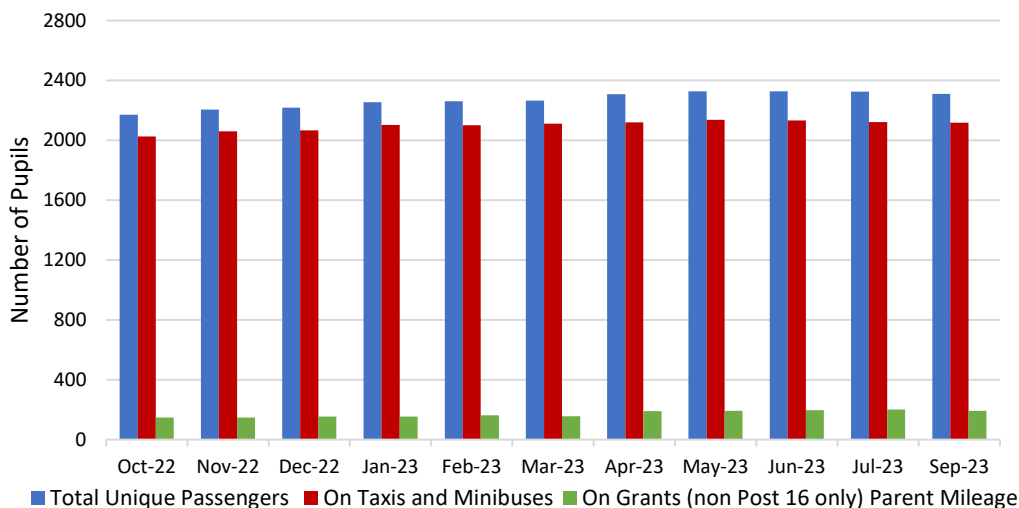
Number of Final Statements/EHCPs (excluding OLA) pupils



Between the beginning of the current academic year and March 2023 the number of pupils being transported on home to school transport increased from 2,123 to 2,266.

This increase is largely driven by the increasing number of pupils with an EHCP, and as a result numbers are expected to increase by a further 185 this financial year.

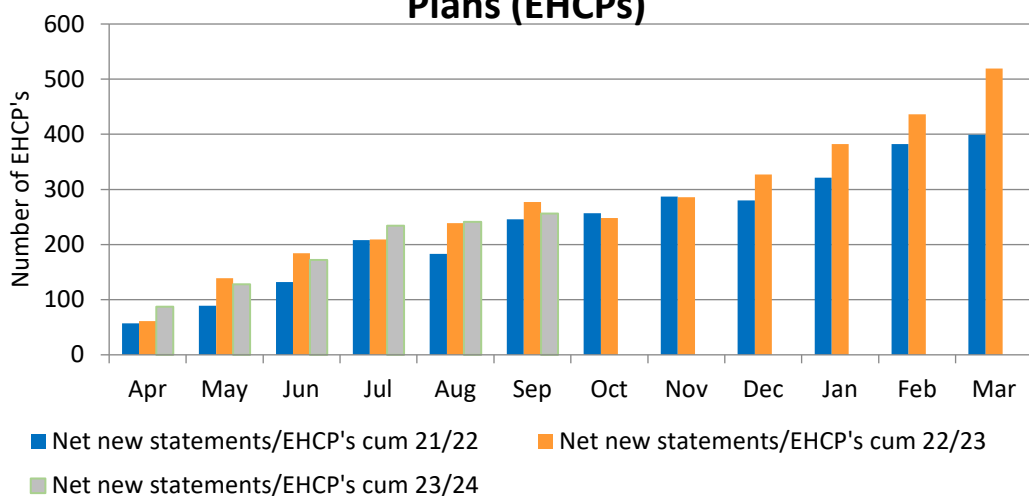
Total Number of Pupils Transported



This graph demonstrates the continuation of these increasing numbers since April 2020 (5,793 pupils).

As at September 2023 there were 7,285 pupils with an EHCP.

Net Total of New Education, Health and Care Plans (EHCPs)



This graph shows the increasing number of pupils with an Education, Health and Care Plan over the last three years.

As at the end of September 2023, numbers this year have increased by a further 256.

Due to continued demand for EHCNAs and the size of the current backlog, it is expected that overall EHCP numbers will continue to rise sharply.

Savings Delivery Update

41. There are £4.623m of planned savings to be delivered within the Portfolio.
Details are shown in the table below:

Saving Activity	Year	Savings to be delivered in 2023/24	September 2023		Narrative
Under 16-year-old step down to fostering	2023/24	£0.150m	£0.150m	B	This saving represents the continuation of the activity delivered during 2022/23 and is now complete.
Family Safeguarding Model	2023/24	£0.840m	£0.840m	A	This saving is currently at risk, due to the number of children aged under 12 entering care. The Family Safeguarding Model is now operating and whilst the recruitment of adult workers should have a positive impact, reversing this trend will be challenging for the remainder of this financial year.
Fostering Redesign	2023/24	£0.280m	£0.280m	A	There has been limited progress in the growth of in-house fostering placements. Nationally there is a lack of foster carers, however marketing and recruitment strategies are starting to show positive results in terms of enquiries.
Savings arising from disability service recommissioning	2023/24	£0.050m	£0.050m	B	Savings arising from the insourcing of the Disability Register Service for children with disabilities which is now provided through the County Council's library service.
Supporting Families Grant	2023/24	£0.150m	£0.150m	A	This saving is based on achieving the targets set by the DfE of successful intervention with 1,037 families. Work is underway to collate evidence to claim funding. Claims for Q1 were not approved, and whilst work is ongoing to rectify this to ensure that sufficient evidence is included to enable future payments, there remains a risk that the grant receipts will not be received in full.
Review of Child Psychology Services	2023/24	£0.500m	£0.500m	B	Saving complete following restructuring of the Adolescents and Family Resource Service and the creation of a new Solutions Team and Edge of Care service.
Improved financial governance across non-placement expenditure	2023/24	£0.300m	£0.300m	B	Saving complete following a review of financial governance that was completed during 2022/23.
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	£0.723m	£0.723m	G	Overall, staffing budgets across the directorate are projecting an underspend this year due to staff vacancies.
Historic Teacher Pension Payments	2023/24	£0.150m	£0.150m	G	This saving is on track for 2023/24.
Application of Head of Virtual School Government Grant	2023/24	£0.080m	£0.080m	B	£0.080m grant is expected to be received from the DfE during 2023/24. First instalment has been received.
Increased Vacancy Assumption in School Crossing Patrol Service	2023/24	£0.050m	£0.050m	B	This saving has been delivered.

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Saving Activity	Year	Savings to be delivered in 2023/24	September 2023		Narrative
			Value	Status	
National House Project	Prior Years	£1.000m	£0.250m	G	Delays in obtaining the relevant agreements and sourcing properties has meant that savings are only expected to be partially delivered for 2023/24, with the latest forecast being in the region of £0.250m. £0.150m has already been delivered, with the remaining £0.1m set to be delivered before the end of March.
			£0.750m	R	A delay in planning requirements means this saving will not be achieved in 2023/24. However, there remains confidence about the future delivery of the remaining £0.750m savings for next year and beyond, as well as the delivery of additional savings due for 2024/25.
In-house Residential Programme: Reduced independent placement costs	Prior Years	£0.300m	£0.300m	A	Whilst Blue Cove is now officially open, staffing shortages mean that it is still not able to operate at full capacity, and will not be until later this year. Therefore, the savings based on a full year effect at 85% occupancy are expected to only be partially delivered this year, with the remainder falling into 2024/25.
Improve school trading offer	Prior Years	£0.050m	£0.050m	A	Continued shortfall of income within Leadership and Governance in 2023/24.

Savings Key:

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

Summary - Capital

42. The Children and Young People, Learning and Skills capital programme; as approved by County Council in February 2023, agreed a programme totalling £39.452m for 2023/24. Budget of £2.810m originally profiled to be spent in 2022/24 has slipped into 2023/24, revising this year's capital programme to £42.262m.
43. Since this time, the profiled spend has increased overall by £0.303m, to give a current year end projection for 2023/24 of £42.565m.
44. The portfolio's capital programme contains 57 projects. 35 of the projects are in delivery, one has been closed and 21 are practically complete but may still be in a retention period whilst snagging, defects and cosmetic works are completed. The performance and financial details for each scheme are reported below:

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: Emergency Accommodation - Worthing Fire Station House	A	G	G	£0.081m	£-	£-	£0.081m
	Latest Estimated Completion Date: October 2023			Project Phase: In Delivery				
	Narrative: The original aim was to have the property ready for occupation by October 2023. Estimate has now been provided for planning and change of use, which will take a minimum of nine weeks (potentially longer if committee required). Planning consultant to be retained to support project. New project timeline is being produced.							
2	Project: Extensions and adaptations to foster carer properties	A	G	A	£0.218m	£0.012m	£0.003m	£0.203m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: The first few applications have taken significant time to progress as this is a new process. Both cases have now had offer letters sent. Two new applications have also been received, and the service is working with them to assemble the necessary information to bring a business case forward.							
3	Project: High Trees Children's Home	A	G	A	£1.799m	£0.169m	£-	£1.630m
	Latest Estimated Completion Date: July 2025			Project Phase: In Delivery				
	Narrative: Long delays in receiving planning permission. The determination date was set in September 2023, however due to further information requests, a new determination date has had to be set. These delays continue to affect the tender date of the overall scheme.							
4	Project: Orchard House Children's Home	G	G	G	£5.576m	£0.436m	£1.254m	£3.886m
	Latest Estimated Completion Date: August 2024			Project Phase: In Delivery				
	Narrative: Works are underway. Phase 1 (Arundel Wing) section completed on 22 nd September 2023. Phase 2 (Bramber Wing and Lodge due to commence in October.							
5	Project: Teasel Close Children's Home	A	G	A	£1.081m	£0.096m	£-	£0.985m
	Latest Estimated Completion Date: December 2025			Project Phase: In Delivery				
	Narrative: Long delays in receiving planning permissions with a number of meetings taking place. The new determination date is October 2023. This affects the tender date of the overall scheme.							
6	Project: West Green Family Time Hub	A	G	G	£0.888m	£0.089m	£0.002m	£0.799m
	Latest Estimated Completion Date: June 2024			Project Phase: In Delivery				
	Narrative: Planning permission was granted on 24 th March 2023. The works will be tendered with a number of other projects; however, these other schemes are also experiencing delays with planning permissions.							
7	Project: Children's In-House Phase 1 - Blue Cove (May House)	G	G	G	£0.641m	£0.622m	£-	£0.019m
	Latest Estimated Completion Date: May 2022			Project Phase: Practically Complete - In Retention				
	Narrative: In retention.							

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
8	Project: Children's In-House Phase 1 – Breakwater (Seaside)	G	G	G	£1.314m	£1.311m	£-	£0.003m
	Latest Estimated Completion Date: May 2022			Project Phase: Practically Complete - In Retention				
	Narrative: Scheme in retention.							
9	Project: Bedelands Academy Zero-Carbon. New 6FE Secondary	R	A	R	£57.060m	£2.729m	£1.075m	£53.256m
	Latest Estimated Completion Date: May 2025			Project Phase: In Delivery				
	Narrative: A report have been created which provides an evaluation of the design position including discrepancies and outstanding information. This report is being considered.							
10	Project: Bedelands Primary - School Developer Built 2FE	G	G	G	£0.184m	£0.017m	£-	£0.167m
	Latest Estimated Completion Date: September 2026			Project Phase: In Delivery				
	Narrative: Project is in delivery.							
11	Project: Bohunt School (Purchase of site) – S106	G	G	G	£12.401m	£-	£-	£12.401m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: The County Council will passport S106 funds once received.							
12	Project: Burgess Hill Academy Bulge Class - S106	R	G	R	£0.670m	£0.034m	£-	£0.636m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Project is on hold pending a Full Business Case report.							
13	Project: Cornfield - SEND Classrooms and Hall expansion	G	G	G	£0.378m	£-	£-	£0.378m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Feasibility report has been issued and is being reviewed.							
14	Project: Community Schools Capital Maintenance - Block	G	G	G	£10.911m	N/A	£4.962m	£5.949m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Block Programme. Group of projects has been released and commissioned as appropriate. Many projects were completed over the summer holidays.							
15	Project: Devolved Formula Capital Grant (DFCG)	G	G	G	£1.900m	N/A	£-	£1.900m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: School capital grant allocations. Grant is spent by schools during the year and accounted for in the Capital Programme at the year end.							
16	Project: Downlands Modular Building - S106	G	G	G	£2.300m	£0.142m	£0.465m	£1.693m
	Latest Estimated Completion Date: September 2023			Project Phase: In Delivery				
	Narrative: Early use of building agreed with school. Practical completion of project remains outstanding pending contractor's proposal for completing the works/ snagging.							
17	Project: Edward Bryant Academy - Construction of Special Support Centre	R	G	R	£2.260m	£0.108m	£0.091m	£2.061m
	Latest Estimated Completion Date: February 2024			Project Phase: In Delivery				
	Narrative: Awaiting Key Decision report which is expected to update on the timeline and cost of the project.							
18	Project: Felpham Community College - Construction of new Special Support Centre	G	G	G	£1.694	£0.186m	£0.287m	£1.221m
	Latest Estimated Completion Date: January 2024			Project Phase: In Delivery				
	Narrative: Works are progressing on site. Currently reporting a two week delay due to the bird nest found which delayed demolition works.							
19	Project: Forest School - All Weather Pitch -S106	A	G	A	£1.216m	£0.151m	£0.024m	£1.041m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Planning application approved at committee in June. Draft programme of works finalised. Meeting held with school management in September with a view to resume project.							
20	Project: Forest School Co-Ed Works & Science Labs	G	A	G	£1.580m	£1.473m	£0.034m	£0.073m
	Latest Estimated Completion Date: September 2022			Project Phase: In Delivery				
	Narrative: Defects items raised by school have been addressed during the summer holidays, however a roof leak (not relating to works undertaken) has appeared, therefore investigation is being carried out.							
21	Project: Herons Dale SEND Additional classroom, WCs and staff space	G	G	G	£0.336m	£-	£-	£0.336m

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
		Latest Estimated Completion Date: TBC			Project Phase: In Delivery			
		Narrative: Final issue report despatched. Awaiting further instruction.						
22	Project: Infrastructure Programme - Block - S106	G	G	G	£5.341m	£1.208m	£0.221m	£3.912m
		Latest Estimated Completion Date: On-Going			Project Phase: In Delivery			
		Narrative: Programme of works progressing to plan. Individual schemes over £0.5m will be reported separately.						
23	Project: IT & FFE Programme - Block - S106	G	G	G	£1.030m	£0.929m	£0.009m	£0.092m
		Latest Estimated Completion Date: TBC			Project Phase: In Delivery			
		Narrative: Programme of works progressing to plan.						
24	Project: Maidenbower Infants Special Support Centre - conversion of Children & Family Centre (CFC)	R	G	G	£1.420m	£0.076m	£0.036m	£1.308m
		Latest Estimated Completion Date: October 2024			Project Phase: In Delivery			
		Narrative: Works now anticipated to commence in Summer 2024 and complete in October 2024.						
25	Project: Midhurst Rother College Increased hygiene provision	G	G	G	£1.830m	£0.128m	£0.015m	£1.687m
		Latest Estimated Completion Date: TBC			Project Phase: In Delivery			
		Narrative: Sub-consultants have been appointed. Intrusive surveys are planned for October half-term to mitigate disruption.						
26	Project: QEII Silver Jubilee School - Modular Building	A	G	A	£2.575m	£2.303m	£0.091m	£0.181m
		Latest Estimated Completion Date: August 2023			Project Phase: In Delivery			
		Narrative: Further works likely to upgrade water supply following recent supply issues. Investigation works have been instructed. Expected final cost likely to increase due to the scale of pumped drainage solution.						
27	Project: QEII Arun House Satellite site - SEN	R	G	G	£3.170m	£-	£0.071m	£3.099m
		Latest Estimated Completion Date: August 2024			Project Phase: In Delivery			
		Narrative: Lease agreement and countersignatures remain a significant risk, but timescale of agreement by the end of October is deemed achievable. Tenders for works have been returned with contract award planned to take place in November.						

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
28	Project: Schools Access Initiative Programme	G	G	G	£2.236m	£0.839m	£0.074m	£1.323m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Programme of works progressing to plan.							
29	Project: S106 Permanent 2-class extension (replacing life expired modulars) – S106	A	G	A	£1.670m	£0.091m	£0.024m	£1.555m
	Latest Estimated Completion Date: August 2024			Project Phase: In Delivery				
	Narrative: Revised programme developed based on confirmed planning and ecology tasks/process and shared with client, project manager and school for comment.							
30	Project: St Margaret's Primary Special Support Centre	G	G	G	£1.603m	£0.094m	£0.657m	£0.852m
	Latest Estimated Completion Date: December 2023			Project Phase: In Delivery				
	Narrative: Planning decision for permanent pedestrian access granted. Delivery date of December still judged to be achievable.							
31	Project: St Philip Howard (School Managed Project) - S106	G	G	G	£0.970m	£-	£-	£0.970m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Works progressing via the Academy.							
32	Project: Steyning Grammar (School Managed Project) – S106	G	G	G	£1.572m	£1.103m	£0.428m	£0.041m
	Latest Estimated Completion Date: September 2023			Project Phase: In Delivery				
	Narrative: Works progressing via the Academy.							
33	Project: The Regis School – Allocation of S106 to accommodate a bulge class	G	G	G	£0.620m	£-	£-	£0.620m
	Latest Estimated Completion Date:			Project Phase: In Delivery				
	Narrative: Key Decision taken in August 2023. Project in delivery.							
34	Project: S106 Warden Park – Performing Arts and Climate Change Facility	G	G	G	£0.709m	£-	£-	£0.709m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: RIBA Stage 4 report complete and issued to stakeholders. Awaiting agreed updated programme.							
35	Project: West Park Primary 4-place expansion of Special Support Centre	G	G	G	£1.460m	£0.214m	£0.354m	£0.892m
	Latest Estimated Completion Date: August 2024			Project Phase: In Delivery				
	Narrative: Works progressing to plan.							
36	Project: Whitehouse Farmland west of Chichester Primary School	G	G	G	£0.143m	£0.000m	£0.002m	£0.141m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Works progressing to plan. Meetings on-going with developer's design team to review progress of design development.							
37	Project: Woodlands Meed College Construction of new SEN College	R	A	G	£21.660m	£11.920m	£5.924m	£3.816m
	Latest Estimated Completion Date: April 2024			Project Phase: In Delivery				
	Narrative: Handover of Section 1 has not been achieved and the school has remobilised into existing buildings for the start of term. It is anticipated that the handover of the building will take place in October. Completion of Section 2 will likely be similarly impacted by the same length of delay. Completion of Section 2 potentially now April 2024.							
38	Project: Academies Programme (Historical works)	G	G	G	£-	£-	(£0.194m)	£0.194m
	Latest Estimated Completion Date: N/A			Project Phase: Practically Complete - In Retention				
	Narrative: Final invoices due to be settled.							
39	Project: Fordwater (Chichester High) SEND (School Managed Project)	A	G	G	£0.784m	£0.024m	£0.428m	£0.332m
	Latest Estimated Completion Date: September 2023			Project Phase: Practically Complete - In Retention				
	Narrative: Works complete. Defects items raised by school require addressing.							
40	Project: Holy Trinity School - Heating/Windows (latent defects)	G	G	G	£0.310m	£0.182m	£0.006m	£0.122m
	Latest Estimated Completion Date: July 2023			Project Phase: Practically Complete - In Retention				
	Narrative: Defects works completed. Final invoice to be issued.							
41	Project: Nyewood CoE School	G	G	R	£1.252m	£1.252m	£0.023m	(£0.023m)

	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
		Latest Estimated Completion Date: June 2022			Project Phase: Practically Complete - In Retention			
		Narrative: Project is practically complete. Some late costs have come through meaning a change request will submitted to request the additional funding.						
42	Project: Oak Grove College	G	G	G	£1.310m	£1.190m	£-	£0.120m
		Latest Estimated Completion Date: 2022			Project Phase: Practically Complete - In Retention			
		Narrative: Practical Completion achieved.						
43	Project: Palatine School -4-class SEN expansion	G	G	G	£2.640m	£2.439m	£0.100m	£0.101m
		Latest Estimated Completion Date: March 2023			Project Phase: Practically Complete - In Retention			
		Narrative: Practical Completion achieved in March 2023.						
44	Project: Parklands Primary - Phase 2	G	G	G	£0.328m	£0.233m	£0.004m	£0.091m
		Latest Estimated Completion Date: August 2023			Project Phase: Practically Complete - In Retention			
		Narrative: All remedial works have been completed.						
45	Project: River Beach Primary School - Construction of new bulge class – S106	G	G	G	£0.943m	£0.943m	£-	£-
		Latest Estimated Completion Date: January 2023			Project Phase: Practically Complete - In Retention			
		Narrative: Practical completion achieved.						
46	Project: Safeguarding Programme	G	G	R	£0.829m	£0.829m	£0.002m	(£0.002m)
		Latest Estimated Completion Date: TBC			Project Phase: In Delivery			
		Narrative: Change request is required on one of the schemes in the programme to fund final invoices.						
47	Project: Sir Robert Woodard Academy – S106 and Basic Need to accommodate a bulge class	G	G	G	£0.657m	£-	£0.657m	£-
		Latest Estimated Completion Date: On-Going			Project Phase: Practically Complete			
		Narrative: Funds have been passported to the Academy Trust after they had obtained statutory approvals						
48	Project: Southwater Primary School	G	G	G	£1.900m	£1.783m	£0.001m	£0.116m

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
		Latest Estimated Completion Date: 2022			Project Phase: Practically Complete - In Retention			
		Narrative: Practical Completion achieved.						
49	Project: St Andrews Co Ed Phase 2	G	G	G	£0.230m	£0.115m	£0.057m	£0.058m
		Latest Estimated Completion Date: 2022			Project Phase: Practically Complete - In Retention			
		Narrative: Project is practically complete.						
50	Project: Swiss Gardens Primary School	G	G	G	£0.005m	£0.002m	£-	£0.003m
		Latest Estimated Completion Date: 2022			Project Phase: Practically Complete - In Retention			
		Narrative: Practical completion achieved.						
51	Project: Tanbridge House - Refurbishment of the All-Weather Pitch – S106	G	G	G	£0.540m	£0.458m	£-	£0.082m
		Latest Estimated Completion Date: September 2023			Project Phase: Practically Complete - In Retention			
		Narrative: All works now complete.						
52	Project: The Angmering School – Installation of new lift to new 3-storey block	G	G	G	£9.694m	£9.590m	£0.083m	£0.021m
		Latest Estimated Completion Date: March 2023			Project Phase: Practically Complete - In Retention			
		Narrative: Works completed on site 31 st March 2023.						
53	Project: Thorney Island Community Primary School	G	G	G	£0.897m	£0.870m	£0.004m	£0.023m
		Latest Estimated Completion Date: 2022			Project Phase: Practically Complete - In Retention			
		Narrative: Practical completion achieved.						
54	Project: Weald All Weather Pitch	G	G	G	£0.840	£0.720m	£-	£0.120m
		Latest Estimated Completion Date: 2022			Project Phase: Practically Complete - In Retention			
		Narrative: Practical completion achieved.						
55	Project: Windmills Junior School - Hassocks	G	G	G	£0.153m	£0.113m	£-	£0.040m

	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
		Latest Estimated Completion Date: 2022			Project Phase: Practically Complete - In Retention			
		Narrative: Practical Completion achieved.						
56	Project: Woodgate Primary	G	G	G	£0.454m	£0.385m	£-	£0.069m
		Latest Estimated Completion Date: 2022			Project Phase: Practically Complete - In Retention			
		Narrative: Practical Completion achieved.						
57	Project: S106 Linfield Primary Classroom extension with associated facilities				£1.000m	£0.159m	£0.013m	£0.828m
		Latest Estimated Completion Date: N/A			Project Phase: Closed			
		Narrative: This project has now been stopped and remaining funds to be returned. Project now closed.						

45. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the Budget Report published in February 2023.

Risk

46. 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
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.	10	10
CR69	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.	10	10

47. Further detail on all risks can be found in **Appendix 5** - 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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Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

1. Performance highlights this quarter:

Fire and Rescue Service

- **Platinum House, the West Sussex Fire and Rescue Service Training Centre and Horsham Fire Station** became operational in July. After six weeks of successful commissioning and testing, the site was ready to be handed over to operational crews and training colleagues. This was a momentous landmark for the Fire Rescue Service which will unlock new opportunities for training and exercising for both fire and wider County colleagues and support the County Council's aim of becoming carbon neutral by 2030.
- The service is reaching the midway point of the Community Risk Management Plan (CRMP) and in line with proposals, two new projects were launched on **Emergency Response Standards and a Specialist Capability Review**. These crucial projects will continue to support improvement in KPIs by matching risk and resource and ensuring the Council have the right specialist equipment available to protect the community. Initial proposals from this work are expected to emerge during quarter four of this year.
- Also in the CRMP is a commitment to **review the Fire Service Retained Duty System (RDS)**. Initial work commenced in July when a staff survey was conducted and a series of focus groups to capture the ideas on what we need to focus on first within the project. The project formally starts in quarter four of this year, but this early engagement will help establish the scope and begin to help address some of the performance issues being experienced in the RDS core measure.
- In September, the service took delivery of its new innovative **Welfare Unit**. This is a new vehicle which has been specifically designed to provide enhanced support and facilities for staff during operational incidents. The introduction of the Welfare Unit to the fleet marks a significant milestone in our efforts to prioritise the welfare of staff.
- This quarter, the Fire and Rescue Service **welcomed its latest new retained duty system firefighters**. These new colleagues will provide further resilience to key retained stations to help improve our core measures and wider retained availability.
- A mixture of the excellent rural prevention activity and the wet weather resulted in **fewer rural and wildfire incidents** than expected. The most notable operational incident of the summer occurred in Littlehampton in August with a large fire at the Harvester Restaurant on the seafront. The incident led to 12 fire engines attending the scene which attracted significant press interest.

Community Support




- This summer 11,500 children joined the **Summer Reading Challenge** in West Sussex libraries, with over half completing the challenge to read six or more books over the summer holidays. Library staff provided training and support to 248 volunteers, who in turn gave over 3,500 hours of their time talking with children about the books they had read and celebrating their achievement. Running the Challenge at all libraries for eight weeks over the summer means libraries had their busiest period in July and August, with customer visits 12% above the monthly average. Evidence shows families reading for pleasure is a keyway for children to maintain attainment levels over the longest school holiday period.
- **Worthing Library** passed the two years open since refurbishment milestone this quarter. Visitor footfall data shows an average of 16,150 customers use the building every month, accessing library, family, health, and registration services. It is projected that customer reach will have grown 7% by year-end.
- Libraries reported 36 incidents of **anti-social or disruptive behaviour** from customers during the summer period, with emergency calls to the police on 17 occasions. This represents a one-third reduction in incidents from last quarter but remains eight-fold magnitude above baseline (pre-pandemic) norm.
- **A new small ceremony room in Worthing Library** has been made available for by the Registers Service for ceremonies from September. This room is offered every Tuesday as a low-cost option in the South of the County and is proving a very popular venue.
- Online safety remains a key priority for the Community Safety and Wellbeing Team and during this quarter, 1,794 young people, residents and professionals have participated in **digital safety focused training/engagement activities**. The Digital Safety Team engaged with students and teachers at the Freshers Fair Event at Chichester College about how to stay safe online and avoid falling victim to online scams.
- Since September 2021, the Community Safety and Wellbeing Team have been running **safeguarding training webinars for taxi drivers** across West Sussex and beyond, providing awareness raising and information around the main aspects of safeguarding, including vulnerabilities, indicators, and methods of reporting concerns. To date, approximately 2,000 drivers have been trained in various District and Boroughs across West Sussex and also, Rother and Wealden, in the East. For the period July to September 2023, seven webinars were held on the new Eventbrite platform, providing training to 95 drivers in this period.
- The Countering Extremism Team continue to offer a **range of support to reduce the risk of people being drawn into or supporting terrorism**. This includes statutory Prevent Duty training for internal and external partners, as well as inputs on recognising racism and the impact of hate crime in relation to extremism. Mandatory Prevent training has been approved for all County Council Children, Young People and Learning staff which will be delivered over the next year, and as part of the County Council's community engagement strategy, the team will be delivering training to infrastructure organisations in

the voluntary and community sector. Facilitating and chairing the West Sussex Channel Panel remains a key responsibility as part of the statutory Channel Duty, alongside organisational compliance with the national benchmarks introduced over the past year by the Home Office.

Our Council Performance Measures

Fire and Rescue Service Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Fire and Rescue		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
3	<p>Measure: Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly</p>	1,000	Mar-23	Jun-23	Sep-23		G
			G	A	G		
			1,004	247	515		
<p>Performance Analysis: Sep-23: The services Fire Safety Regulators have maintained a good level of performance during Q2 and are on track to meet the target for the year, being ahead of profile at this half year stage. (515 audits out of an annual target of 1,000). In comparison to the six-monthly performance through Q1 and Q2 of 2022/23, the team have achieved 13% more fire safety audits so far this year.</p> <p>Actions: The level of performance is starting to increase and is representative of the expectation now that more Fire Safety Regulators have concluded their development training. There is still further development being undertaken, however it is hoped that this will have a slightly lower impact upon our day-to-day output.</p>							
10	<p>Measure: Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly, Accumulative.</p>	5,000	Mar-23	Jun-23	Sep-23		G
			G	G	G		
			4,680	1,298	2,622		
<p>Performance Analysis: Sep-23: 1,324 Safe and Well Visits (SWVs) and 324 home safety interventions were completed in Q2. There continues to be a significant increase from the number of SWVs delivered in previous years. At the end of Q2 2022/23, the team had completed 2,100 SWVs; whereas at Q2 2023/24, 2,622 visits have been accomplished - 522 more than the previous year. This measure is on track to meet the target of 5,000 SWVs this year.</p> <p>Actions: The service continues to support referrals and requests for Safe and Well Visits through partnerships and local initiatives promoting them. Data is used to target those most at risk of being injured or dying in a fire.</p>							
42	<p>Measure: Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard</p> <p>Reporting Frequency: Quarterly.</p>	89.0%	Mar-23	Jun-23	Sep-23		G
			G	G	G		
			92.1.%	89.4%	94.7%		
<p>Performance Analysis: Sep-23: Performance for the fourth consecutive quarter remains above target. Fire Stations are continuing to mobilise quickly, responding to incidents in their communities. By continuing to embed our professional standards in Service Delivery the team have been able to maintain this level of performance. In addition to this, crews have been increasingly engaged with their communities through fire safety initiatives, meaning they are off-station more and working in high-risk areas ready to respond more quickly. This activity is being captured through our Local Risk Management Plans. Joint fire control also continues to utilise the dynamic cover tool to ensure our resources are in the right areas at the right times ready to meet our response standards.</p>							

Agenda Item 4
Section 3

Fire and Rescue		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Actions: Monitoring and reviewing the performance data locally at stations through the Local Risk Management Plans via Service Delivery Governance meetings will continue, whilst seeking continuous improvements.</p>							
43	<p>Measure: Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard</p> <p>Reporting Frequency: Quarterly.</p>	80.0%	Mar-23	Jun-23	Sep-23	↑	G
			G	G	G		
			80.8%	82.2%	84.6%		
<p>Performance Analysis: Sep-23: Performance remains high for a fourth consecutive quarter, providing assurances that the established use of the Dynamic Cover Tool (which provides data on response times broken down to district/local level displayed to control room operators) is now embedded in the services' ways of working when mobilising fire engines to calls.</p> <p>Actions: Working with partner agencies has helped to improve the time taken to transfer calls and information, enabling control staff to mobilise quicker. Work also continues to be undertaken at fire stations to ensure everything is being done to enable quick responses to incidents, as well as maximising the availability of retained fire engines at times of the day when these incidents are most likely to occur using the Crewing Optimisation Group.</p>							

Community Support Performance Measures

Community Support		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
4	<p>Measure: Percentage of interventions to identified West Sussex residents that demonstrate an increase in ability for resident to deal with scams.</p> <p>Reporting Frequency: Quarterly</p>	90.0%		Jun-23	Sep-23	↑	G
				G	G		
			New Measure – No Data	91.0%	94.0%		
<p>Performance Analysis: Sep-23: No anticipated issues in meeting year-end target.</p> <p>Actions: The service continues to work with partners to keep residents safe.</p>							
33	<p>Measure: Use of virtual/digital library services by residents</p> <p>Reporting Frequency: Quarterly, Accumulative</p>	5.45m	Mar-23	Jun-23	Sep-23	↑	G
			G	G	G		
			6.30m	1.69m	3.72m		
<p>Performance Analysis: Sep-23: Increased use driven by new ebook provision (ULibrary) which has increased choice and availability for customers. The summer period sees peak usage across all library services, driven by the annual Summer Reading Challenge.</p> <p>Actions: Continue to support growing demand through investment in eLibrary platforms and production of virtual and online library events content.</p>							
34	<p>Measure: Community Hub provides positive outcomes for residents at first point of contact.</p> <p>Reporting Frequency: Quarterly</p>	95.0%		Jun-23	Sep-23	↑	G
				A	G		
			New Measure – No Data	92%	100%		

Community Support	2023/24 Target	Performance Over The Last 3 Periods	DoT	Year End Forecast
<p>Performance Analysis: Sep-23: Currently achieving 100% for Q2, The Community Hub continues to deliver a high-quality service to the residents of West Sussex providing information and guidance signposting practical support focusing on Cost of Living and Household Support Fund enquiries.</p> <p>Actions: Continuing to regularly review the streamlining of processes as Household Support Fund moves us to a more digital focus.</p>				

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Community Support – Additional coroner costs projected following continued increase in the number of excess deaths since the pandemic.	£0.365m	Community Support – Additional ceremonies income projected.	(£0.100m)	
Community Support – Transfer of Coroner Officers from Sussex Police	£0.160m	Libraries and Archives – Staffing vacancies	(£0.080m)	
		Edes House – Addition income generation from external functions	(£0.020m)	
Community Support, Fire & Rescue Portfolio - Total	£0.525m		(£0.200m)	£0.325m

Financial Narrative on the Portfolio's Position

- As at the end of September, the forecast against the Community Support, Fire and Rescue budget is a projected overspend of £0.325m, an increase of £0.040m when compared to the June position.

Community Support

- As previously reported, the pressure on the Coroner's Service has continued into 2023/24 largely as a result of the continued increase in excess deaths since the pandemic which is being seen nationally. Currently £0.365m of additional costs associated with increased pathology, body storage, histology and coroner time are included within the overall projection.
- In addition, the Coroner's Service has also welcomed the transfer of Coroner Officers from Sussex Police from 1st April 2023. The projected costs associated with the transfer have increased by £0.040m from the £0.120m reported in June to £0.160m. Staff terms and conditions are still being finalised.
- Additional income forecast to be generated from the Registration Service has been reduced from £0.2m reported in June to £0.1m. This projection has been revised down following a review of ceremonies planned in 2023/24. This

reduction has been offset by £0.080m of projected staffing vacancies within the Libraries and Archives services alongside an additional £0.020m of income generation from external functions at Edes House.

Savings Delivery Update

7. There are £0.670m of planned savings to be delivered within the Portfolio. Details are shown in the table that follows:

Saving Activity	Year	Saving to be delivered in 2023/24 (£000)	September 2023		Narrative
Community Support - Optimise Use of Grants	2023/24	£0.200m	£0.200m	G	
Resilience and Emergency Team - Structural Review	2023/24	£0.100m	£0.100m	G	
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	£0.370m	£0.370m	G	Staffing budgets currently assume a vacancy factor of 5% but over the last few years, this has averaged 6% across the organisation and is expected to remain at this level for 2023/24.

Savings Key:			
R Significant Risk	A At Risk	G On Track	B Delivered

Capital Programme

Summary - Capital

8. The Community Support, Fire and Rescue capital programme; as approved by County Council in February 2023, agreed a programme totalling £9.089m for 2023/24. Budget of £4.864m originally profiled to spend in 2023/24, was accelerated into 2022/23, revising the capital programme to £4.225m.
9. Since this time, the profiled spend has decreased overall by £1.220m, to give a current year end projection for 2023/24 of £3.005m.
10. The portfolio's capital programme contains six projects. Five of the projects are in delivery and one is practically complete and is in its retention phase whilst snagging and cosmetic works are completed. The performance and financial details for each are reported below.

	Community Support, Fire Rescue Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: Fire and Rescue Equipment Block Programme - Block	G	G	G	£0.263m	N/A	£0.263m	£0.000m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Block funds have been spent. Scoping of future projects underway.							
2	Project: Fleet Replacement Programme - Block	G	G	G	£4.072m	N/A	£0.078m	£3.994m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Projects are going through the governance process.							
3	Project: Live Training Centre and Horsham Fire Station	G	G	G	£25.608m	£23.935m	£0.958m	£0.715m
	Latest Estimated Completion Date: July 2023			Project Phase: Practically Complete – In Retention				
	Narrative: The new building and site has been handed over to the service. The site became operational on Monday 10th July 2023. Funding remains for final invoices and retention payments.							
4	Project: Fire and Rescue Estates Improvement Programme	G	G	G	£1.852m	£-	£-	£1.852m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Business Case being created by Service and is expected in October 2023.							
5	Project: Worthing Community Hub	G	G	G	£2.852m	£2.693m	£-	£0.159m
	Latest Estimated Completion Date: May 2022			Project Phase: Practically Complete - In Retention				
	Narrative: Works complete.							
6	Project: Libraries Digital Asset	G	G	G	£0.030m	£-	£0.006	£0.024m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: West Sussex Library Service were successful in obtaining a grant of £30k from LibraryOn, a project led by the British Library working in consultation with Arts Council England, to pay for a suite of new digital assets including films about library activities to go on the library webpages.							

11. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the Budget Report published in February 2023.

Risk

12. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective portfolio sections. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register Summary.
13. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

Environment and Climate Change Portfolio - Summary Performance Summary

1. Performance highlights this quarter:



- The installation phase for the **Summer 2023 Solar Together Sussex Scheme** began this quarter. The scheme, which is coordinated by the County Council on behalf of all local authorities in West Sussex, East Sussex and Brighton and Hove, delivers high quality and competitively priced solar panels and battery systems to help residents to reduce their energy costs and their impact on the environment. So far approximately 700 renewable energy systems have been installed under the summer 2023 scheme. Two previous Solar Together Sussex rounds in 2020 and 2021 installed 1,700 systems across Sussex.
- Approval was given in July for a **technical feasibility study to be carried out on a project to build a new solar farm** of around 2MW in size on council-owned land at Baystone Farm near Horsham. Subject to the outcome of this study, the project will require the development of a full business case before it can be taken forward through the County Council's capital governance process.
- **Estate Decarbonisation** – A Key Decision was published in August to implement Phase 1a of the County Council's Estate Decarbonisation Programme. This phase of work will focus on 14 properties across the county including some libraries, fire stations and a day centre. It is estimated that the improvements will save around 237 tonnes of CO₂ emissions each year - around 4% of our total corporate emissions. Upon the conclusion of the procurement process, work is expected to commence in December 2023.
- This summer, County Council staff completed the first **Climate Change Awareness and Commuter Survey**. This staff-wide survey gauged knowledge of and engagement with the Climate Change Strategy and inquired about working from home (WFH) and commuting patterns. Over 900 staff responded to the survey with their experiences and feedback around the council's sustainability goals. The Sustainability Team will use the results of the survey to tailor engagement with services across the organisation. Importantly, the survey results will also help to inform the carbon baseline and improve the accuracy of the County Council's emissions reporting by incorporating commuting and WFH emissions for the first time. This survey will be administered annually to track progress over time towards the 2030 Climate Change Strategy objectives.
- There remains a level of uncertainty around the **Government's waste policy reforms** despite DEFRA announcing the introduction of "Simpler Recycling" in the place of the previous policy approach of "Greater Consistency in Recycling." It is noteworthy that this set a deadline for the introduction of separate food waste collections by March 2026 and this will require changes to the County Council's disposal arrangements. Further details are awaited in particular on funding and clarity on frequency of residual waste collections.
- All West Sussex district and borough councils have hosted a monthly

UKHarvest community food hub, where for a suggested small donation, residents have been able to acquire a diverse range of surplus foods that would otherwise have been discarded by their suppliers. During this period, it has fed over 3,400 people and saved £28,000 worth of food from being wasted.

- Since launching in July 2023, the **'Think Before You Throw' campaign** - working in partnership with the districts and borough councils, and supported by the West Sussex Communications Team - has had over 12,000 views of the campaign video animations. The total social media reach, including both organic and paid for impressions, sits at 1.29m. The second phase of the campaign launched in September, focusing on a 'back to basics' approach to kerbside recycling, including which materials are accepted, and the 'clean, dry, loose' message.

Our Council Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Environment and Climate Change		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
22	Measure: Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC) Reporting Frequency: Quarterly, Accumulative. 	22,833 CO2te	Mar-23	Jun-23	Sep-23	↘	G
	G		G	G			
			27,264 CO2te <small>(2022/23 Target: 29,910 CO2te)</small>	4,667 CO2te	9,611 CO2te		
Performance Analysis: Sep-23: Preliminary recorded carbon emissions for Q2 2023/24 totalled 4,944 tonnes. This is the first fiscal year of emissions reporting under a new baseline calculation and thus comparison to previous reporting is not accurate. There has been an increase of emissions within the transportation and additional sources categories, largely due to the recent update in County Council commuting and work from home activities data. This increase does not reflect a sudden change in activity, but rather a better reporting of existing activity. This increase was somewhat offset by decreases in emissions from our corporate and schools' estates. Overall emission performance remains on track to meet the targeted annual reductions. Actions: Work continues on the actions set out in the Carbon Management Plan to achieve net zero carbon by 2030.							
23	Measure: Household waste recycled, reused or composted (CC) Reporting Frequency: Quarterly, Reported two quarters in arrears. 	56.0%	Sep-22	Dec-22	Mar-23	↗	A
	A		A	A			
			52.9%	53.3%	53.7% <small>(2022/23 Target: 55%)</small>		
Performance Analysis: Sep-23: The recycling rate for Q4 2022/23 decreased by 0.03% when compared to the same quarter in 2021/22. The Q4 percentage has increased by 0.34% when compared to the Q3 of 2022/23, however, the target of 55% set for 2022/23 has not been achieved. Some of the possible reasons for this are detailed below: <ul style="list-style-type: none"> • The remaining wood stockpile of 237 tonnes has been cleared during the quarter. • The green waste in Q4 2022/23 was lower than the same quarter in 2021/22 and overall, was lower in 2022/23 than 2021/22. This could be due to the weather for this period. The Met Office reported that February 2023 had 							

Environment and Climate Change	2023/24 Target	Performance Over The Last 3 Periods	DoT	Year End Forecast
	<p>been the driest in 30 years for England and March 2023 had been the wettest in over 40 years for England. There has been a big increase at the start of 2023/24 in green waste being disposed through the sites which may improve the recycling rate in Q1 of 2023/24.</p> <ul style="list-style-type: none"> Total local authority collected waste continues to decrease, possibly due to the rise in the cost of living. There remains 1,726.18 tonnes of unprocessed material at the Mechanical Biological Treatment Centre as of 31st March 2023. The recycling rate could show an improvement once this has been completely cleared. <p>Actions: Further work will take place to improve our recycling and green waste processing rates in line with government guidelines.</p>			

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Waste Services – Recycling. Projected POPs disposal legislation costs	£0.900m	Increase in Trade Waste income	(£0.720m)	
Waste Services – Non-delivery of saving - reduction in recycling income projection	£0.690m			
Waste Services – Shortfall in baled RDF contract	£0.600m			
Waste Services – Increase in waste volumes at Household Waste Recycling Sites and kerbside collections including increase in green waste tonnage	£0.430m			
Waste Services – Additional cost on waste recycling contract above budgeted inflation	£0.130m			
Energy Services – Delays in saving delivery on solar and battery storage project	£0.500m			
Other minor variations	£0.010m			
Environment & Climate Change Portfolio - Total	£3.260m		(£0.720m)	£2.540m

Financial Narrative on the Portfolio's Position

- As at the end of September, the forecast against the Environment and Climate Change budget is a projected overspend of £2.540m, an increase of £1.155m when compared to the June position.
- Identification, classification and disposal of **persistent organic pollutants (POPs) material** is a requirement recently mandated by Central Government. Waste Disposal Authorities are now responsible for identifying what types of waste contain POPs, sorting and storage of POPs waste and the removal of material and destruction of POPs content within the waste. The cost of meeting these new

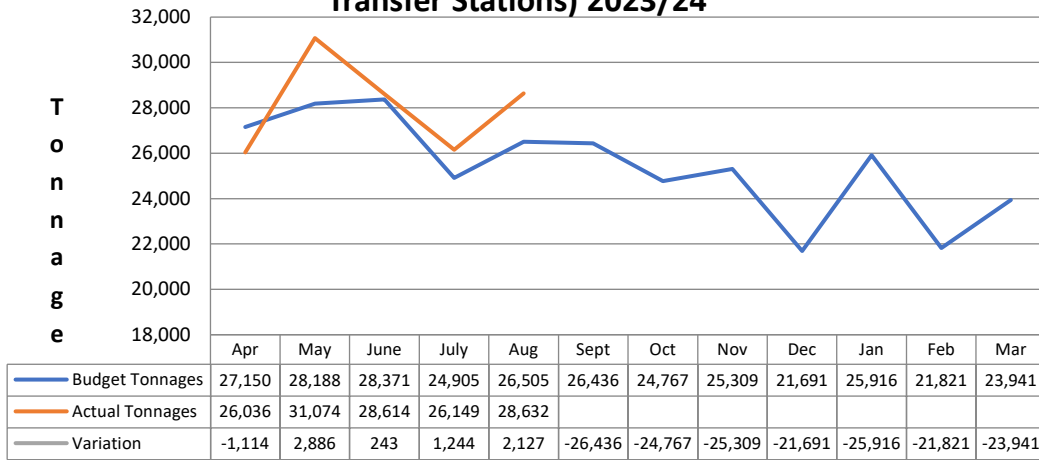
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obligations is projected to be around £0.9m for 2023/24 and covers the period January 2023 to March 2024.

5. In recent years, the value of **Recyclate** has fluctuated greatly. The start of 2023/24 had been less volatile, however during the second quarter, the recyclate values have generally seen a downturn. The largest driver of recycling income is waste paper and the value of this material has reduced from +£38 per tonne in May 2023 to +£28 in August which is an improvement from the 2022/23 low of +£18 in November 2022 but far below the high of +£124 per tonne in August 2022. Due to the reduction in recyclate values, the budget is projecting a £0.690m shortfall of income in 2023/24. This is reflected in the savings delivery update position.
6. Continuing issues with **Refuse Derived Fuel (RDF) baling** means that it is unlikely the County Council will meet its guaranteed minimum tonnage (GMT) as part of the agreement with the RDF contractor. The service have been working to solve this issue and there has been a recent increase in the number of RDF loads sent to continental Europe. It is anticipated that the GMT shortfall will create an overspend of £0.600m. This projection could fluctuate dependent on performance.
7. There has been an increase in **waste volumes** of around 4% above the budgeted tonnages so far this year. Additional green waste has been received due to a weather-related pro-longed growing season. When compared to the same period in 2022, approximately an additional 8,000 tonnes of green waste was processed during April to August. The Material Recycling Facility (MRF) has seen 2% higher than budgeted waste volumes due to the increase in household waste recycling collected at kerbside; in part due to the continued and likely permanent home working arrangements. Overall, the current net position is a £0.430m projected overspend.
8. This increase in waste volumes is also due to an increase in **trade waste service** volumes. Two district and borough councils have been temporarily using the County Council's Trade Waste Service following the termination of contracts with their previous providers. This short-term solution is expected to generate an additional £0.720m of income.
9. **Inflation** on the waste recycling contract was set at 12.4%, slightly lower than the actual inflation rate applied to the contract which averaged 12.9%. This has led to a budgeted shortfall of £0.130m.
10. Due to continued delays in the **Solar and Battery Storage site at Halewick Lane** becoming active, the income generation saving of £0.5m linked to this site is not expected to be delivered in 2023/24. It had been hoped that this shortfall could be mitigated by the County Council's other solar farms producing and selling more energy following recent favourable weather conditions. However, the current and projected sale prices suggest this may not be possible.

Cost Driver Information

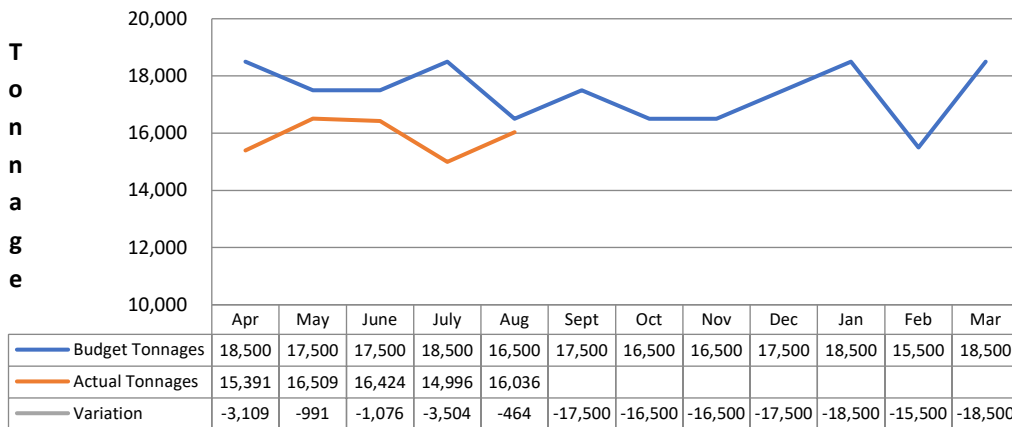
Contract Handling Fee Tonnage (Recycling Centres and Transfer Stations) 2023/24



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

The tonnages received to August are around 4% above the budgeted profile.

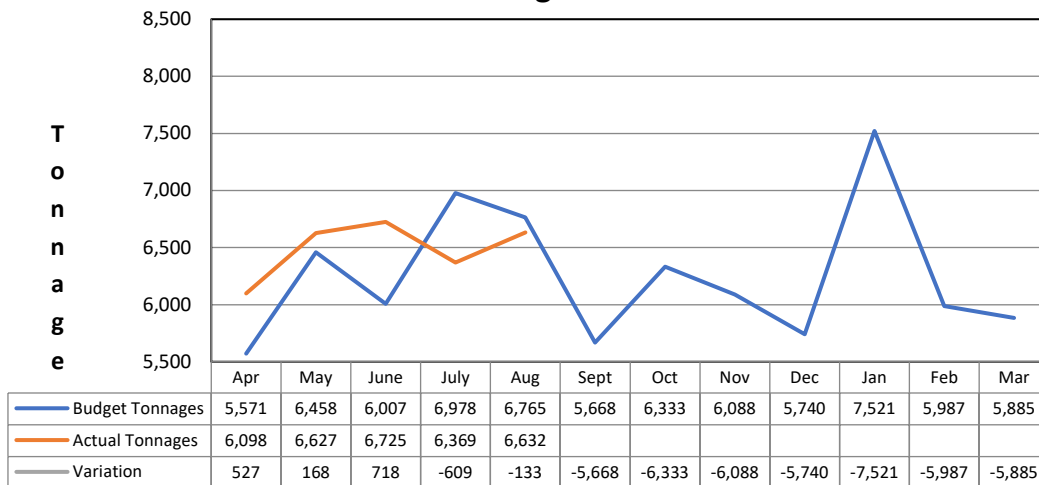
Monthly tonnage Profile and Actual Waste Entering the MBT and Waste Sent Direct to Landfill 2023-24



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.

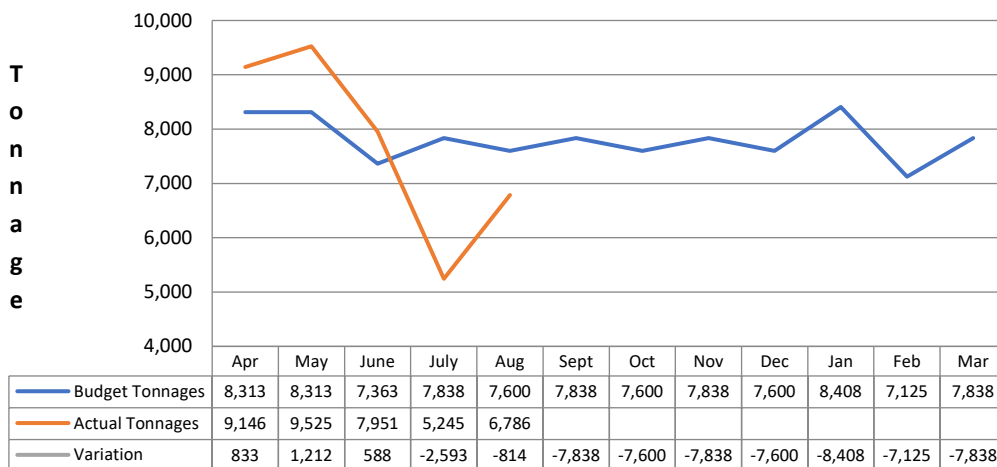
This graph demonstrates a 8% reduction in tonnes sent to the landfill so far when compared to the forecast profile.

MRF Tonnage 2023-24



This graph shows the monthly volumes of recycling taken to the Material Recycling Facility (MRF). The monthly tonnages taken to the MRF so far in 2023/24 are 2% above the budgeted profile.

Monthly Profile and Actual Waste Tonnage Converted Into RDF 2023-24

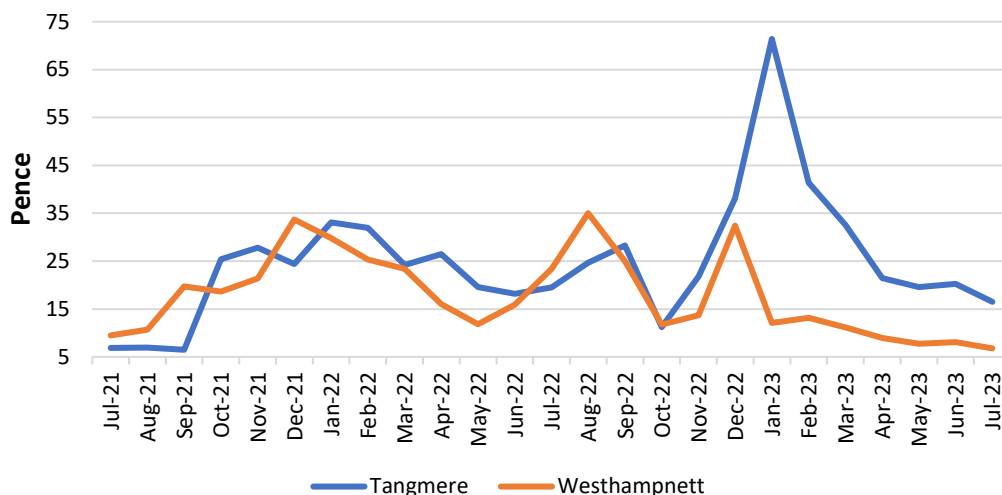


This graph shows the Refuse Derived Fuel (RDF) production compared to the estimated levels.

RDF levels are around 2% below the budgeted profile.

There has been a reduction in production of RDF in recent months due to operation issues at the plant. This is expected to improve going forward.

Solar Farm Income Unit Rate - Pence Per kWh



This graph demonstrates the average pence per kWh since April 2021 for both Tangmere and Westhampnett Solar Farms.

The sale of the power at Tangmere is agreed in advance whereas Westhampnett's sale of power is subject to a blend of agreed and demand system sell price due to the battery storage element. This difference can produce distinctive pricing variations.

Savings Delivery Update

11. There are £2.492m of savings to be delivered within the portfolio. Details are shown in the table below:

Saving Activity	Year	Saving to be Delivered in 2023/24	September 2023		Narrative
Recyclate income	2023/24	£0.800m	£0.110m	A	There has been a downturn in the value of recyclable material in the last 6-9 months. It is unlikely that the majority of this additional income will be achieved in 2023/24.
			£0.690m	R	
Solar and Battery Investments	2023/24	£0.500m	£0.500m	R	Continued delays at Halewick Lane, project will not complete or generate income in 2023/24.

Saving Activity	Year	Saving to be Delivered in 2023/24	September 2023		Narrative
			£	Rating	
Additional Energy Generation	2023/24	£0.200m	£0.200m	G	
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	£0.072m	£0.072m	G	Staffing budgets currently assume a vacancy factor of 5% but over the last few years, this has averaged 6% across the organisation and is expected to remain at this level for 2023/24.
Development of Battery Storage Site	Prior Years	£0.100m	£0.100m	B	
Additional income from increased sales of Recyclates (2022/23 element)	Prior Years	£0.800m	£0.800m	B	
Review of Countryside Fees and Charges	Prior Years	£0.020m	£0.020m	G	

Savings Key:

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

Capital Programme

Summary - Capital

12. The Environment and Climate Change capital programme; as approved by County Council in February 2023, agreed a programme totalling £12.182m for 2023/24. Budget of £0.291m, originally profiled to be spent in 2022/23, was slipped into 2023/24, revising this year's capital programme to £12.473m.
13. Since this time, the profiled spend has decreased overall by £1.053m, to give a current year end projection for 2023/24 of £11.420m.
14. The portfolio's capital programme contains 12 projects with all projects currently in delivery. The performance and financial details for each scheme are reported below.

	Environment and Climate Change Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
					In Flight Projects			
1	Project: Asset Decarbonisation - Carbon Net Zero Programme	G	G	G	£7.926m	£0.064m	£0.714m	£7.148m
Latest Estimated Completion Date: March 2024				Project Phase: In Delivery				

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	Environment and Climate Change Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost	In Flight Projects			
	Narrative: Key Decision published in July 2023. Programme progressing to plan.							
2	Project: Carbon Reduction (Salix) Programme – Block Allocation	G	G	G	£1.756m	£1.575m	£0.005m	£0.176m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Overall the programme is on track to deliver in year. One school project is due to start in October with three others at various stages of approval							
3	Project: Faygate Site Improvements	G	G	G	£1.121m	£0.504m	£0.03m	£0.614m
	Latest Estimated Completion Date: To Be Confirmed			Project Phase: In Delivery				
	Narrative: Quotation for new gas wells is still required and designs to be submitted for review. Works programmed for Q3 – as long as ground conditions remain favourable.							
4	Project: Flood Management	A	G	G	£1.069m	£0.704m	£0.004m	£0.361m
	Latest Estimated Completion Date: Year 2024			Project Phase: In Delivery				
	Narrative: Angmering project completion date slipped from Autumn 2023 to Spring/Summer 2024.							
5	Project: Property Maintenance - Carbon Net Zero – Block Allocation	G	G	G	£5.060m	£1.509m	£1.145m	£2.406m
	Latest Estimated Completion Date: On-going			Project Phase: In Delivery				
	Narrative: Programme progressing as planned.							
6	Project: Your Energy Sussex (YES) - Halewick Lane	A	G	G	£23.616m	£5.051m	£0.119m	£18.446m
	Latest Estimated Completion Date: To Be Confirmed			Project Phase: In Delivery				
	Narrative: Time status remains amber owing to the need to re-start the process with contractor and choose a manufacturer to design and create battery system.							
7	Project: Operation Watershed	G	G	G	£1.009m	N/A	£0.165m	£0.844m
	Latest Estimated Completion Date: On-Going to 2028			Project Phase: In Delivery				
	Narrative: Funds have recently been awarded to local communities to help with works to improve drainage and flood areas.							
8	Project: Your Energy Sussex (YES) - Schools Solar PV Programme	A	G	A	£4.685m	£4.170m	£-	£0.515m
	Latest Estimated Completion Date: To Be Confirmed			Project Phase: In Delivery				

	Environment and Climate Change Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Quality issues caused by one installer has caused some disruption to the programme. Solution to rectify installations currently under review.							
9	Project: Your Energy Sussex (YES) – Solar Battery PV corporate sites and schools	G	G	G	£7.700m	£-	£0.013m	£7.687m
	Latest Estimated Completion Date: January 2027				Project Phase: In Delivery			
	Narrative: Programme of work over 23 corporate and 56 school buildings. The Programme Team are currently moderating Tender Scores. A Key Decision for contract award is planned to take place before the end of the calendar year.							
10	Project: General After Care Works - Block	G	G	G	£0.434m	£0.403m	£0.013m	£0.018m
	Latest Estimated Completion Date: On-Going				Project Phase: In Delivery			
	Narrative: Works ongoing at Baystone Farm (gas vents and replacement boreholes), Westhampnett (gas well repairs) and Sompting (boreholes – still to be scoped).							
11	Project: Capital Receipts Funding Waste New Service Model – Transformation Project	G	G	G	£0.627m	£0.547m	£0.002m	£0.078m
	Latest Estimated Completion Date: March 2024				Project Phase: In Delivery			
	Narrative: Waste project is in its final phase with a trial for segregation and disposal of food and absorbent hygiene products in Mid Sussex underway. £0.080m expected to be spent in 2023/24 with remaining uncommitted funds returned to capital receipts budget.							
12	Project: Littlehampton Harbour – Infrastructure Maintenance	G	G	G	£1.100m	£-	£0.300m	£0.800m
	Latest Estimated Completion Date: To Be Confirmed				Project Phase: In Delivery			
	Narrative: Funding contribution towards the maintenance works required at Littlehampton Harbour.							

15. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the Budget Report published in February 2023

Risk

16. 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.

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Risk Number	Risk Description	Previous Quarter Score	Current Score
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	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	12
CR76	<p>Natural England issued a Position Statement on 14 September 2021 that affects all planning applications not granted before that date within the Sussex North Water Supply Zone. This has essentially halted all WSCC plans and projects in the water supply zone until water neutrality can be demonstrated. There are a number of impacts on and, potentially, opportunities for WSCC arising. The principal corporate risk is that the council will be unable to provide sufficient school places in the water neutrality area.</p>	12	12

17. Further detail on all risks can be found in **Appendix 5** - 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. Performance highlights this quarter:

- The Property and Assets Team continues to support a wide range of Council initiatives despite staffing shortages within the department. The focus for the Facilities Management team over the last quarter has been to review County Council properties, including school buildings, to **determine the presence of reinforced autoclaved aerated concrete (RAAC)** and whether or not remedial action is required. Currently, the team are investigating RAAC across 114 schools and 315 corporate sites. For those properties where further investigation is required, the team are continuing to work closely with experts and stakeholders.
- During the quarter, the Estates Team have continued to work on **property negotiations alongside other projects** including nine potential academy conversions over 14 land sites and three community asset transfers. The Capital Team has continued to support the delivery of the agreed Capital Programme which includes 10 projects at feasibility stage, 30 projects in design/ pre-construction and 11 projects in construction and defects liability period.
- A draft refresh of the 2024/25 **Council Plan and County Council's Medium Term Financial Strategy** were reviewed and endorsed by Cabinet in July. The report recommended that the four priorities: keeping people safe from vulnerable situations, a suitable and prosperous economy, helping people and communities to fulfil their potential and making the best use of resources, with an underlying theme of protecting the environment, remain. Further updates were shared with Cabinet in October and will be considered by Scrutiny Committees in November before Full Council in February 2024 to agree the Council Plan and Budget for 2024/25 and Treasury Management Strategy.

Our Council Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Finance and Property		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
16	Measure: New competitive tenders and their resulting contracts over the value of £500,000 include 'social value' criteria as part of the evaluation, in line with the Council's social value framework Reporting Frequency: Year-to-date annual average, updated each quarter.	80.0%	Mar-23	Jun-23	Sep-23	↗	G
			G	A	G		

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Finance and Property		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Sep-23: The data shows the latest result for a year-to date annual average. Commentary relates only to the latest quarter performance.</p> <p>There were eight eligible tenders over the value of £500,000 that required a Key Decision in Q2 of 2023/24. All of these tenders (100%) included a social value consideration and five (63%) contained a social value consideration weighting of 10%.</p> <p>Actions: The County Council continues to ensure it complies with obligations for Social Value and to measure the value and benefit it brings to the local economy.</p>							
49	<p>Measure: Square metres of operational property (e.g., offices, libraries, fire stations etc) that are in use</p> <p>Reporting Frequency: Quarterly</p>	113,500 m ²	Mar-23	Jun-23	Sep-23	↗	G
			G	A	A		
			119,534 m ² (Target 2022/23: 162,000m ²)	118,803 m ²	117,824 m ²		
<p>Performance Analysis: Sep-23: The target for property rationalisation in Q2 has not been achieved due to the handover of the new Fire Training Centre and Horsham Fire Station which has added 3,500 sqm to the operational estate. The old Horsham and Horley Fire Stations are now vacant releasing 2,800 sqm but a net increase overall. There are also other changes contributing to the overall figures. The target for the end of year is still green with other estate rationalisation expected.</p> <p>Actions: Progress rationalisation projects to time.</p>							
50	<p>Measure: The aggregated unit cost of our services compared to our statistical neighbours</p> <p>Reporting Frequency: Annually (March)</p>	7th - 8th highest out of 15	2020/21	2021/22	2022/23	→	A
			R	G	G		
			4 th Highest out of 15	8 th Highest out of 15	8 th Highest out of 15		
<p>Performance Analysis: Sep-23: West Sussex County Council had the 4th highest average unit cost for services in 2020/21 when the baseline was set when compared to statistical neighbours. The budgeted position for 2021/22 and 2022/23 shows an improvement to 8th position for both years.</p> <p>Actions: The County Council is 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 the same across all authorities and therefore the council's relative position may not improve further. Going forward, there are plans to review benchmarking information and use information which provides a measure of cost effectiveness relative to outcomes achieved and this will be updated for 2024/25.</p>							
52	<p>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</p> <p>Reporting Frequency: Quarterly</p>	80.0%	Mar-23	Jun-23	Sep-23	↘	G
			G	G	G		
			83.0%	100.0%	88%		
<p>Performance Analysis: Sep-23: The data shows the latest result for a year-to date annual average. Commentary relates only to the latest quarter performance.</p> <p>There were eight eligible tenders over the value of £500,000 that required a Key Decision in the first quarter of 2023/24. Of these, six tenders (75%) considered Partnership working within the business appraisal options process. Although this percentage is slightly lower than in Q1, the year-to-date average remains at 88%, well above the target for this measure.</p> <p>Actions: The County Council continues to ensure partnership working consideration is embedding in working practices.</p>							

3. To note - a new KPI was agreed in the Council Plan for 2023/24 to measure the number of new school pupil places created in year. KPI 59 – Number of New Pupil Places is reported within the Children and Young People, Learning and Skills Portfolio.

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Assets and Estates – Reduction in income from property rental	£0.600m	Assets and Estates – Projected additional income including non-domestic rates appeals rebate	(£0.200m)	
Assets and Estates – Projected property holding costs	£0.200m	Facilities Management – Staffing Vacancies and underspending on furniture, fittings and haulage	(£0.220m)	
Joint Venture – Non delivery of savings	£0.200m	In-year staffing vacancies	(£0.287m)	
Facilities Management – Additional contract costs following re-tender and additional work associated with reactive maintenance and repairs	£0.550m	Other minor variations	(£0.019m)	
Facilities Management – Income shortfall on SLA's	£0.250m			
Finance – Apprenticeship levy increase due to increase in staffing base	£0.170m			
Finance – Increase in base audit fee	£0.050m			
Finance and Property Portfolio - Total	£2.020m		(£0.726m)	£1.294m

Financial Narrative on the Portfolio's Position

4. As at the end of September, the forecast against the Finance and Property budget is a projected overspend of £1.294m, an increase of £0.413m when compared to the June position.
5. As previously reported, there will be a **shortfall on the property rental income** during the year as a result of the current tenant vacating the City Park site in Hove from September 2023. It is estimated that this will result in a £0.6m pressure which includes rental loss, holding costs, non-domestic rates liability and professional fees.
6. There are a number of County Council buildings currently vacant due to planned estate rationalisation which includes Centenary House Durrington and the old Horsham and Horley Fire Stations. It is estimated that **holding these buildings vacant** in the short-term will result in £0.2m of additional pressure.
7. A £0.2m saving relating to the **Joint Venture** is no longer expected to be achieved in 2023/24. The saving was planned by charging Edes Estates for staff costs associated with the developments delivered by the Joint Venture. Planning delays have meant that the first business case is not now expected until October and therefore it is unlikely that the income will be delivered until 2024/25.
8. Facilities Management are projecting a £0.550m overspend on **reactive maintenance**. This increase is due to higher volumes of works across the corporate estate, along with rising costs of construction materials and inflation.

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There are also additional costs associated with the procurement of the main building maintenance contract which is due to be renewed in October 2024. The service is also projecting an **income shortfall** of £0.250m largely due to a reduced up-take of service level agreements by schools. The overall position for the service has been partly offset by £0.220m of **staffing vacancies** currently within the team.

9. Based on the latest data, the **Apprenticeship Levy** budget is projected to overspend by £0.170m. This is a result of increasing the numbers of employed FTE of the County Council following the insourcing of services from Capita last financial year. The budget for the levy will need to be reviewed for 2024/25 based on forecast staff numbers.
10. Anticipated **audit fee increases** of 151% have been advised by Public Sector Audit Appointments, following the reprocurement of external auditors for the five-year period 2023/24 to 2027/28. This reflects the audit work needed to deliver additional requirements of the Code of Audit Practice and an increase in external audit market rates. The final fee scale is expected to be published by the end of November 2023. Based on previous announcements, £0.1m was added to the budget from 2023/24, but this latest notification means a further pressure of £0.1m is anticipated. This £0.1m pressure will be partly offset by a £0.047m grant from the Department Levelling Up, Housing and Communities in 2023/24.
11. The pressures within Finance are partly offset by additional income of £0.2m relating to **rebates** following successful non-domestic rates appeals, and a further £0.306m of **staff vacancies and underspending**.

Savings Delivery Update

12. There are £0.586m of savings to be delivered within the portfolio. Details are shown in the table below:

Saving Activity	Year	Savings to be Delivered in 2023/24 (£000)	September 2023		Narrative
Reduction in the operational estate costs of the Early Help Service	2023/24	100	100	G	Delivery of savings from the cost of properties vacated as part of the Early Help Project.
Property Joint Venture - Staff Costs	2023/24	200	200	R	This saving is not expected to be achieved in 2023/24 due to first site not planned to be agreed until October, however it is anticipated to be met in 2024/25.
Rationalisation of the Operational Office Estate	2023/24	80	80	G	The review completed to date of the operational estate has identified properties that can be released as part of known changes in service delivery.
Future Smarter Working Arrangements	2023/24	50	50	G	Reduced estate running costs as a result of the move to hybrid working post-pandemic.

Saving Activity	Year	Savings to be Delivered in 2023/24 (£000)	September 2023		Narrative
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	156	156	G	Staffing budgets currently assume a vacancy factor of 5% but over the last few years, this has averaged 6% across the organisation and is expected to remain at this level for 2023/24.

Savings Key:

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

Performance Summary - Capital

13. The Finance and Property capital programme; as approved by County Council in February 2023, agreed a programme totalling £7.427m for 2023/24.
14. Since this time, the profiled spend has decreased overall by £3.119m, to give a current year end projection for 2023/24 of £4.308m.
15. The portfolio's capital programme contains 11 projects. Nine of the projects are in delivery and two are practically complete and are within a retention phase whilst snagging and cosmetic works are completed. The performance and financial details for each are reported below.

	Finance and Property Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: Accessibility Audit	G	G	G	£2.190m	£0.416m	£0.043m	£1.731m
	Latest Estimated Completion Date: March 2024			Project Phase: In Delivery				
	Narrative: Works are continuing on this project on various sites including Crawley library, County Hall, Parkside and Durban House.							
2	Project: Broadbridge Heath Park	A	G	R	£18.461m	£0.788m	£0.227m	£17.446m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Programme slippage incurred as a result of late design changes and procurement discussions. When proposed costs are returned it is likely that a revised business case will be considered to ensure that these are full and representative. If they fail to generate an acceptable return for the County Council, then the scheme will not go ahead.							
3	Project: Facilities Management Structural Maintenance Programme – Block Allocation	G	G	G	£3.436m	N/A	£0.459m	£2.977m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				

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	Finance and Property Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Block programme - Overall projects are on track, however some schemes are progressing slower than planned and will not commence on site until early in 2024.							
4	Project: Gypsy and Travellers Improvements Programme	G	G	G	£0.675m	£-	£-	£0.675m
	Latest Estimated Completion Date: On-going				Project Phase: In Delivery			
	Narrative: Site improvement projects are currently being developed.							
5	Project: Horsham Enterprise Park	A	G	G	£5.092m	£4.368m	£0.006m	£0.718m
	Latest Estimated Completion Date: TBC				Project Phase: In Delivery			
	Narrative: The first Reserved Matters applications have been submitted to Horsham District Council.							
6	Project: Latent Defects Programme	G	G	G	£0.200m	£0.003m	£0.009m	£0.188m
	Latest Estimated Completion Date: On-going				Project Phase: In Delivery			
	Narrative: Projects are on track.							
7	Project: Targeted Minor Asset Improvement Plan (CLOG) - Block	G	G	G	£0.735m	£0.677m	£0.010m	£0.048m
	Latest Estimated Completion Date: On-going				Project Phase: In Delivery			
	Narrative: Programme of minor works - progressing to plan.							
8	Project: Staff Capitalisation - Property	G	G	G	£0.940m	N/A	£-	£0.940m
	Latest Estimated Completion Date: On-going				Project Phase: In Delivery			
	Narrative: Eligible costs associated with capital projects will be charged at the year-end based on 'actuals'.							
9	Project: Chichester High School Demolition	G	G	G	£0.591m	£0.554m	£0.011m	£0.026m
	Latest Estimated Completion Date: 2022				Project Phase: Practically Completed - In Retention			
	Narrative: Project complete. Once final invoices have been settled, any remaining funds will be returned to the Capital Improvement Budget.							
10	Project: Orchard Street Development	G	G	G	£1.950m	£1.848m	£-	£0.102m
	Latest Estimated Completion Date: 2022				Project Phase: Practically Completed - In Retention			

	Finance and Property Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Project complete. Once final invoices have been settled, any remaining funds will be returned to the Invest to Save – Future Economic Development Budget							
	Project: Halnaker Windmill – Heritage Asset Improvements	G	G	G	£0.228m	£-	£-	£0.228m
11	Latest Estimated Completion Date: 2024				Project Phase: In Delivery			
	Narrative: Structural engineer has visited the site. Project is progressing.							

16. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the Budget Report published in February 2023

Risk

17. 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

18. Further detail on all risks can be found in **Appendix 5** - 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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Highways and Transport Portfolio - Summary

Performance Summary


1. Performance highlights this quarter:

- Officers and contractors continue to make best use of the **additional one-off £4.5m revenue funding allocated this year**. Jet patchers continue to be used across the county to help with repairs and maintenance works and discussions are taking place to consider whether this can be extended into the winter months.
- Efforts have also been focused on the **quality of pothole repairs** and in May, the service adopted a "Right First Time" approach where neat, cut repairs should be undertaken by the contractor unless there are exceptional circumstances. Feedback has been excellent and so this is to continue for the remainder of the year.
- **Drainage hot spot data** is being used to programme proactive drainage maintenance to reduce the impact on the network, provide better resilience and prevent incoming enquiries. This will be supplemented by a comprehensive ditch clearance and grip cutting programme.
- Work continues on the **implementation of the £17.4m Bus Service Improvement Plan**. Most recently, the Cabinet Member for Highways and Transport (via a Key Decision) and Department for Transport (DfT) agreed amendments to the spending plan given risks of non-delivery due to tight timescales required by DfT. In addition, the DfT announced further £1.1m of funding known as BSIP+. A proposal for use of these funds is under development.
- **Bus patronage** is still recovering however there remains a split between paid for (fares) and free (older persons bus pass) usage with the latter being around 20% below pre-pandemic levels. Further work to compliment the 'BusIt' campaign launched to attract older people with free bus passes to return or start to use buses again is being considered. The national £2 capped bus fare launched 1st January 2023 will now continue until 31 December 2024.

Our Council Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

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Highways and Transport		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
17	Measure: Length of new cycle infrastructure across the County (CC) Reporting Frequency: Quarterly, Accumulative 	7.5km per year 30km over 4-year period	Mar-23	Jun-23	Sep-23	↑	G
			G	G	G		
Performance Analysis: Sep-23: There were three schemes completed in Q2: <ul style="list-style-type: none"> • Southgate Avenue, Crawley – 1.75km • Barrington Road, Horsham – 0.20km • A259 Bognor Road, Merston – 0.07km - this work was a further addition to the Toucan crossing scheme installed in 2022/23. Actions: Work towards the 2025 target continues (30km over a 4-year period), with the provision of a high-quality cycling network.							
18a	Measure: A roads in good condition. Reporting Frequency: Annually	70.5%	Dec-20	Dec-21	Dec-22	↑	G
			69.4%	68.2%	69.0%		
Performance Analysis: Jun-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. Actions: Capital investment is the funding source which delivers proactive maintenance, directly contributing to condition scoring. Unfortunately, with the cycle of condition surveys, this KPI is a lagging indicator. This year sees a £19m investment in carriageways, which will help to improve the road network.							
18b	Measure: B and C roads in good condition. Reporting Frequency: Annually	68.5%	Dec-20	Dec-21	Dec-22	↑	G
			69.0%	68.4%	68.9%		
Performance Analysis: Jun-23: See text at Measure 18a above.							
19	Measure: Highway defects repaired within required time scale Reporting Frequency: Quarterly	96.0%	Mar-23	Jun-23	Sep-23	↑	A
			A	R	A		
Performance Analysis: Sep-23: Contractor performance has improved during this quarter. The contractor has continued to focus on quality repairs to ensure longevity and completed a significant number of repairs – over 40% more than the same quarter last year. Actions: The service continues to closely monitor contract performance.							
41	Measure: Killed and seriously injured casualties per billion vehicle miles Reporting Frequency: Annually (September)	99	2020	2021	2022	↑	A
			R	A	R		
Performance Analysis: Sep-23: Contractor performance has improved during this quarter. The contractor has continued to focus on quality repairs to ensure longevity and completed a significant number of repairs – over 40% more than the same quarter last year. Actions: The service continues to closely monitor contract performance.							
			139 (2020 Target: 112)	118 (2021 Target: 107)	129 (2022 Target: 103)		

Highways and Transport	2023/24 Target	Performance Over The Last 3 Periods	DoT	Year End Forecast
<p>Performance Analysis: Sep-23: There were 511 killed and seriously injured (KSI) classified accidents in the 12 months between 1 Sep 2022 and 31 Aug 2023, this is a 1.2% decrease on the previous 12 months and a 1.2% increase on the average of the previous 60 months (5 years). Pandemic-related travel patterns have affected casualty data, and a change of collision reporting database on 27 May 2019 is a probable large factor for the increase in KSI.</p> <p>The 2020 value for this measure has changed as the previous year's outturns are not fixed and has been updated the Department for Transport (DfT) in this case.</p> <p>Actions: On-going road safety engineering schemes, education, training, and publicity include:</p> <ul style="list-style-type: none"> Partnership working with The Sussex Safer Roads Partnership, promoting a wide range of behavioural change programmes. Provision of Bikeability training to about 9,000 year 6 pupils. Approximately 35,000 offenders undertaking driver training courses each year. The County Council's 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 numbers 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)
Non delivery of saving – Additional income from Street Works Enforcement	£0.100m	Street Lighting PFI – Reduction in cost of energy (inflation)	(£1.300m)	
		Reduced uptake in National Concessionary Fares	(£1.000m)	
Highways & Transport Portfolio - Total	£0.100m		(£2.300m)	(£2.200m)

Financial Narrative on the Portfolio's Position

- As at the end of September, the forecast against the Highways and Transport budget continues to project an underspend of £2.2m.
- The largest area of uncertainty within the budget relates to electricity prices for **street lighting**. The current projected underspending of £1.3m reflects prices broadly in line with 2022/23 levels (at an average of £0.38 per kWh), however, it is likely that prices will be lower this year. The outlook is cautiously optimistic but the confirmed winter rates secured through the LASER Energy consortium, effective from October 2023 to March 2024, are not expected to be finalised until later in the third quarter.
- Bus operators are currently being reimbursed for journeys made under the **English National Concessionary Travel Scheme** based upon pre-covid

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patronage, but with adjustments for reduced service mileages (in-line with the approach taken in 2021/22 and 2022/23). This is running alongside the 'Bus It' campaign to encourage a return to greater bus use, which stood at 60-70% of pre-pandemic levels at the end of 2022/23.

6. The initial estimate for the budget position this year, based on the approach above, is a projected underspending of £1m. This may vary with changes to service mileages, frequencies or reimbursement arrangements and will continue to be monitored as data becomes available.
7. The 2023/24 budget includes a £0.1m additional income expectation from improved **street works enforcement**. Resource constraints have meant that it has not yet been possible to progress this activity and it is unlikely that additional net income will be delivered this year.
8. There is significant pressure on the **highways maintenance** budget from the increased volume of reactive pothole repairs required and the number of high priority drainage and jetting jobs identified, which need to be addressed to maintain safety on the highway. To help mitigate these extra costs and to enable investment into the road network, **additional one-off funding of £4.5m** has been provided in 2023/24 for Highways Maintenance including drainage maintenance and investigations, pothole repairs, signs and line maintenance and vegetation control.

Savings Delivery Update

9. There are £2.599m of savings to be delivered within the portfolio. Details are shown in the table below:

Saving Activity	Year	Savings to be Delivered in 2023/24	September 2023		Narrative
Concessionary Fares	2023/24	£1.000m	£1.000m	G	
Street Lighting LED Conversion	2023/24	£0.500m	£0.500m	G	The impact of the delay to the LED conversion programme is expected to be mitigated within the budget this year.
Highways Street Works Income Generation	2023/24	£0.400m	£0.400m	G	
Street Works Enforcement	2023/24	£0.100m	£0.100m	R	Resource constraints have meant it has not been possible to progress this activity and it is unlikely that additional income will be delivered in 2023/24.
Additional Parking Restrictions	2023/24	£0.050m	£0.050m	G	
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	£0.123m	£0.123m	A	Staffing budgets currently assume a vacancy factor of 5% but over the last few years, this has averaged 6% across the organisation and is expected to remain at this level for 2023/24. Vacancy rates are being monitored.

On street parking	Prior Years	£0.376m	£0.376m	G	
Charge for monitoring travel plans	Prior Years	£0.050m	£0.050m	A	The new charge did not deliver additional income in 2021/22 and partially met the target in 2022/23. Income will continue to be monitored in 2023/24 to determine if this income is achievable.

Savings Key:

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

Performance Summary - Capital

10. The Highways and Transport capital programme; as approved by County Council in February 2023, agreed a programme totalling £48.202m for 2023/24. Budget of £0.163m, originally profiled to be spent in 2023/24, was accelerated into 2022/23, revising this year's capital programme to £48.039m.
11. Since this time, the profiled spend has increased overall by £1.478m, to give a current year end projection for 2023/24 of £49.517m.
12. The delivery of the largest ever planned delivery programme is continuing well. More than 200 schemes have been completed or are in construction with a large proportion of some surfacing programmes now complete.
13. The portfolio's capital programme contains 14 projects with 13 in delivery and one practically complete and is within its retention phase whilst snagging and cosmetic works are completed. The performance and financial details for each scheme are reported below.

	Highways and Transport Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: A29 Re-alignment, Arun, Phase 1	A	G	R	£12.142m	£3.824m	£0.142m	£8.176m
	Latest Estimated Completion Date: 2025				Project Phase: In Delivery			
	Narrative: Cost pressure due to land purchase, inflation and other issues. Options are being considered.							
2	Project: A259 Bognor to Littlehampton Corridor Enhancement, Arun	G	G	A	£5.652m	£1.158m	£0.449m	£4.045m
	Latest Estimated Completion Date: 2025				Project Phase: In Delivery			

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	Highways and Transport Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Until the land costs are confirmed there is a credible risk that the remaining budget will be exceeded. If this risk materialises, proposals to resolve the budget pressure will be presented to the project board any approval through the capital governance process.							
3	Project: A259 Corridor Capacity Enhancement, Arun (MRN)	G	G	A	£29.503m	£26.342m	£0.853m	£2.308m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: The estimated scheme cost has exceeded the cost provided to DfT at Strategic Outline Business Case stage due to maturing design information, inflation and global cost increases. After discussion with the DfT, the team are working on a lower cost revised scheme.							
4	Project: Active Travel Fund	G	G	G	£2.809m	£1.909m	£0.050m	£0.850m
	Latest Estimated Completion Date: 2028			Project Phase: In Delivery				
	Narrative: Project on track.							
5	Project: A2300 Corridor Capacity Enhancement, Burgess Hill	G	G	G	£22.676	£22.395	(£0.636m)	£0.917m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Project on track.							
6	Project: A284 Lyminster Bypass, Arun	G	G	G	£50.723m	£14.130m	£5.776m	£30.817m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Project on track.							
7	Project: Bus Service Improvement Programme	G	G	G	£11.980m	£-	£0.647m	£11.333m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Bus Service Improvement Programme scheme priorities have been revised to ensure projects can be completed within the Department for Transport funding timeline.							
8	Project: On-Street Pay & Display	G	G	G	£0.525m	£0.023m	£0.039m	£0.463m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Project on track.							
9	Project: On-Street Residential ChargePoints (EV)	G	G	G	£1.804m	£-	£-	£1.804m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				

	Highways and Transport Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Project on track.							
10	Project: Staff Capitalisation - Highways	G	G	G	£1.743m	N/A	£-	£1.743m
	Latest Estimated Completion Date: On-Going				Project Phase: In Delivery			
	Narrative: Eligible costs associated with capital projects will be allocated at the year-end based on actual spend.							
11	Project: LED Streetlight Conversion	A	G	R	£20.940m	£1.220m	£0.029m	£19.691m
	Latest Estimated Completion Date: 2028				Project Phase: In Delivery			
	Narrative: Legal discussions are ongoing with all partners involved in the PFI. Once these reach a conclusion, this scheme will progress.							
12	Project: Annual Works Programme	G	G	G	£53.717m	N/A	£19.351m	£34.366m
	Latest Estimated Completion Date: On-Going				Project Phase: In Delivery			
	Narrative: Works on carriageways, community highways schemes, footway improvements, highways operations, intelligent transport systems, local transport improvement programme, public right of way, road safety, signals and structures are underway.							
13	Project: West of Horsham – Junction Improvements	G	G	G	£7.871m	£7.871m	£-	£-
	Latest Estimated Completion Date: June 2023				Project Phase: Practically Complete – In Retention Period			
	Narrative: Scheme now open to the public.							
14	Project: Traffic Signals - Halogen Bulb Replacement Programme	G	G	G	£6.500m	£-	£0.716m	£5.784m
	Latest Estimated Completion Date: To Be Confirmed				Project Phase: In Delivery			
	Narrative: Project on track.							

14. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the Budget Report published in February 2023

Risk

15. 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 5** - Corporate Risk Register Summary.
16. 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. Performance highlights this quarter:

- The Growth deal partnership with district and borough councils is continuing to make significant progress, supporting our economic and transport strategies. In September, the **Manor Royal Highways Improvements project in Crawley and Western Gateway and Station Improvements project in the Burgess Hill Place and Connectivity Programme completed**. These schemes have implemented major changes to public realm and have improved sustainable travel options, encouraging the public to use new walking and cycling routes, and buses as an alternative to the private car. Additionally, the Southwick Square redevelopment in Adur and Littlehampton Public Realm Improvement project have also been progressing towards completion. Both projects have redeveloped key locations and will continue to support local businesses by encouraging footfall into these areas. In total, quarter two saw the completion of two Growth projects and the final stages of an additional two which in total supported over £10.5m of capital investment.
- The **One Public Estate (OPE) partnership** have been working to assess the best use of land looking at our current estates and supporting the councils smarter working strategy. In Q2, the County Council's second successful Brownfield Land Release Fund bid was announced with the fund allocating over £0.6 million to enable Bognor Regis Arcade for future development. The partnership continued to assess sites and are anticipating key developments for Centenary House (Durrington), County Buildings (Crawley) and Hurst Road (Mid Sussex) in the next quarter.
- **Grow Digital West Sussex** is a series of free, carefully curated workshops, facilitated networking and 1-2-1 mentoring that is travelling across West Sussex between September 2023 to April 2024 to support local businesses on all things digital. It is providing opportunities for local businesses to improve their digital capabilities, connect with other businesses and receive 1-2-1 support. Each day of workshops covers several essential topics to help businesses develop their digital capabilities and knowledge, and to support business growth. The content of this programme has been carefully designed based on insights from previous West Sussex councils' business support programmes, as well as speaking to a range of local businesses about what support they require in this area. Six events took place in September and were attended by more than 140 businesses.
- On 1st September, a **new Careers Hub covering the whole of West Sussex was launched**. The Hub, which is hosted by the County Council, is working with all secondary schools and colleges, as well as a range of apprenticeship providers and businesses to improve careers education and experiences of the workplace, with the aim of helping young people find their best next step and improve employment outcomes. The team has joined the County Council from the former Coast to Capital Careers Hub. The new arrangements will help to ensure the hub's strategic plans can be closely aligned to local businesses, employment and skills priorities. The Careers Hub

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is also covering Brighton and Hove and is supported by the West Sussex district and borough councils and the national Careers and Enterprise Company.

- Experience West Sussex launched a new Autumn/ Winter marketing campaign** in September which will run through to March 2024. Naturally Sussex showcases the green/blue natural environment, nature and wildlife offers across West Sussex. The campaign promotes the natural outdoor offer, designated trails and routes, businesses, tourism providers and managed visitor attractions and centres, ensuring economic benefit is included. Features include the new West Sussex section of the King Charles III National Coastal Path which officially opens mid-October. A 'Respect, Protect, Enjoy' message sits alongside the promotions to encourage responsible visits.

Our Council Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Leader		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
15	Measure: Enterprises supported to start, revive, innovate and grow Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.	5,028	Dec-22	Mar-23	Jun-23	↓	G
			G	G	G		
			2,398	3,270 (2022/23 Target: 1,760)	1,475		
Performance Analysis: Sep-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 and SVEI supporting tourism enterprises; Create Growth a DCMS programme currently delivered in six English areas, to increase investment by private investors in creative industry businesses with high growth potential; Grow Digital a programme to support enterprises to adopt digital technology and services to help achieve business goals; Digital Futures West Sussex to promote the opportunity of a digital careers to residents across the county. It also supports businesses to fill their digital skills gaps, giving them opportunities to share best practice; Let's Go Net Zero, a programme to support enterprises to reduce their carbon footprint and become more sustainable. Overall, the programmes are on track to meet the target for the year with the exception of Digital Futures West Sussex Actions: All initiatives to continue as part of Economy Plan headline actions for 2023/24.							
24	Measure: Number of growth deals in place with district and boroughs Reporting Frequency: Annually (April)	7	2020/21	2021/22	2022/23	→	G
			G	G	G		
			7	7	7		
Performance Analysis: Sep-23: The Western Gateway and Station improvements project completed on site, as part of Phase One Burgess Hill Place and Connectivity Programme. Manor Royal Highways Improvements finished on site, with the exception of minor snagging. Southwick Square in Adur and Littlehampton Town Centre Public Realm Improvement progressed into final stages of construction. Actions: Complete Southwick Square improvements. Continue to progress Littlehampton Town Centre Public Realm Improvements to completion. Continue to draft Growth Deal refreshes.							

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Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
		Staffing vacancies within the portfolio	(£0.100m)	
Leader Portfolio - Total	£0.000m		(£0.100m)	(£0.100m)

Financial Narrative on the Portfolio's Position

- As at the end of September, the forecast against the Leader budget continues to project an underspend of £0.1m. This underspend has arisen due to in-year staffing vacancies.

Savings Delivery Update

- There are £0.018m of savings to be delivered within the portfolio. Details are shown in the table below:

Saving Activity	Year	Savings to be Delivered in 2023/24	September 2023		Narrative
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	£0.018m	£0.018m	G	Staffing budgets currently assume a vacancy factor of 5% but over the last few years, this has averaged 6% across the organisation and is expected to remain at this level for 2023/24.

Savings Key:

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

Capital Programme

Capital Summary

- The Leader capital programme; as approved by County Council in February 2023, agreed a programme totalling £2.683m for 2023/24. Budget of £0.372m, originally profiled to be spent in 2022/23, was slipped into 2023/24, revising this year's capital programme to £3.055m.
- The portfolio's capital programme contains three projects. Two of the projects are in delivery and one is practically complete and within a retention phase whilst snagging and cosmetic works are complete. The performance and financial details for each are reported below.

	Leader Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: Burgess Hill Growth Programme	G	G	G	£5.653m	£3.580m	£1.194m	£0.879m
	Latest Estimated Completion Date: 2024			Project Phase: In Delivery				
	Narrative: Project is in delivery.							
2	Project: Crawley Growth Programme	G	G	G	£13.103m	£11.007m	£1.147m	£0.949m
	Latest Estimated Completion Date: 2024			Project Phase: In Delivery				
	Narrative: Project is in delivery.							
3	Project: Bold Ideas, Creative Bognor	G	G	G	£1.080m	£1.061m	£-	£0.019m
	Latest Estimated Completion Date: 2023			Project Phase: Practically Complete – In Retention				
	Narrative: Project is practically complete.							

7. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the Budget Report published in February 2023

Risk

8. 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
CR7	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.	8	4

9. Further detail on all risks can be found in **Appendix 5** - 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.

Public Health and Wellbeing Portfolio - Summary

Performance Summary

1. Performance highlights this quarter:



- The [West Sussex Health and Wellbeing Board \(HWB\)](#), in the new **Integrated Care System (ICS) governance landscape**, is key for driving integration and continues to have an important role in instilling mechanisms for joint working across local health and care organisations and setting strategic direction to improve the health and wellbeing of the local population and reduce health inequalities. [At its meeting in July](#), the West Sussex HWB agreed to accept and progress the Local Government Association's (LGAs) support offer to HWBs. This process will include helpful reflection on the Board's role in supporting the local place of West Sussex.
- The Government's [Major conditions strategy: case for change and our strategic framework](#) focuses on developing a comprehensive approach to addressing six groups of conditions; cancers, cardiovascular disease (CVD) (including stroke and diabetes), musculoskeletal disorders (MSK), mental ill health, dementia and chronic respiratory disease (CRD), which together account for over 60% of ill health and early death in England. It highlights that smoking directly contributes to developing all major groups of conditions and remains the biggest single cause of preventable illness and death and driver of health disparities. Launching mid-September and continuing throughout October, organisations in the Smokefree West Sussex Partnership, led by the Council, urged smokers to quit during [Stoptober](#) and to seek free support from a stop smoking advisor to have the best chance of quitting for good. Research shows that smokers are three times more likely to successfully quit with support. [Free local Stop Smoking services](#) are available across West Sussex provided by participating GP practices and pharmacies, and [West Sussex Wellbeing](#).
- Led by NHS Sussex, [Covid-19 and flu vaccinations](#) were underway across the county, with those most at risk, including adult care home residents, being offered the vaccination from 11 September. Adult Covid-19 and flu vaccination programmes were due to start in October to maximise protection over the winter months, however, programmes were brought forward nationally due to the potential risks presented by the Covid-19 variant BA.2.86. The County Council continues to support both vaccination programmes, carrying out targeted work with partners to increase uptake, reduce inequalities, and improve the health of the local population. The Council is also offering a free flu vaccine voucher to staff and councillors who are currently not eligible as part of the NHS Flu Vaccination Programme.
- Following the recent [Notice of Motion \(item 19\)](#) regarding defibrillators that County Councillors gave their backing to, a number of cross-portfolio actions have taken place to increase coverage and accessibility of the devices across the county. This includes issuing a [press release](#) highlighting the opening of the grant application process for the [Department of Health and Social Care's \(DHSC's\) £1 million Community Automated External Defibrillators \(AEDs\)](#)

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[Fund](#), Cabinet Members for Public Health and Wellbeing and Children, Young People, Learning and Skills, have written to schools in West Sussex to encourage them to register their devices on [The Circuit](#), (*the national defibrillator network available to emergency services to locate the nearest publicly accessible AED and signpost to, if needed in an emergency*), to consider allowing community access, and a reminder of training requirements. Furthermore, defibrillators maintained by the County Council’s Facilities Management team are now all registered on The Circuit, three have been moved to external cabinets (Chichester, Horsham and Crawley) enabling 24-hour community access, and devices in Worthing and Bognor are accessible during office hours (*it was not possible to move them to external locations due to infrastructure limitations*). The Cabinet Member for Public Health and Wellbeing has also written to all Town and Parish Councils across the county sharing a letter from Will Quince MP, Minister of State for Health, encouraging them to register AEDs on The Circuit and highlighting the DHSC’s £1 million community AED fund.

Our Council Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Public Health and Wellbeing		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
6	Measure: Healthy weight of 10–11-year-olds Reporting Frequency: Annually (November)	Top Quartile in South East (%TBC)	2019/20	2020/21	2021/22		G
			G	G	G		
			69.8%	63.2%	65.7% (Target for 2021/22: 63%)		
Performance Analysis: Sep-23: Healthy weight of children is measured through the annual National Child Measurement Programme (NCMP), which is delivering well in West Sussex with high compliance. Data is reported annually, with data for the period 2022/23 being available later this year as part of national reporting. Whilst the measure is reporting a RAG status of green, it is important to note that the data shows only two thirds of 10- to 11-year-olds in West Sussex are of a healthy weight, indicating there is a need to support a third of this population group to achieve a healthy weight. Obesity is a complex issue affecting all ages, which emphasises the importance of a family targeted approach, working across all age groups.							
Actions: The County Council’s Public Health commissioned (mandated) service – the Healthy Child Programme (HCP) – will deliver the NCMP for 2023/24. National letter templates have been sent to schools in preparation for 2023/24 delivery and are awaiting further national guidance and recording templates. Public Health will be implementing a programme of work to support children to achieve a healthy weight.							
31	Measure: Healthy life expectancy (HLE) for men Reporting Frequency: 3 Year Rolling Average (May)	67.0 Years	2017/18	2018/19	2019/20		A
				G	A		
			64.6 Years	66.0 Years (Target for 2018/19 = 66 Years)	63.8 Years (Target for 2019/20 =66 Years)		

Public Health and Wellbeing		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Sep-23: Healthy Life Expectancy (HLE) measures the years that a person can expect to live in good health. HLE data is published annually; the latest data published in 2019/20 by the Office for National Statistics (ONS) on HLE relates to 2018-2020. This was due to be updated this year, for the period 2019-2021, however, this is now expected next year, to include new Census 2021 data on general health and requires rebased population estimates, publication of which has also been delayed. The latest data shows a downward trend with HLE for men reducing by 2.2 years from data published in 2018/19.</p> <p>Actions: There is no single action to improve HLE, but evidence shows the greatest impact will be achieved through addressing smoking, diet and alcohol measures along with evidence-based healthcare interventions, such as identifying and treating people with high blood pressure. Public Health is implementing its approach to evidence-based prevention activities across the county with district and borough councils as part of the West Sussex Wellbeing Programme, and with our health and care partners.</p>							
	<p>Measure: Healthy life expectancy (HLE) for women</p> <p>Reporting Frequency: 3 Year Rolling Average</p>	67.0 Years	2017/18	2018/19	2019/20	↓	A
			64.3 Years	64.8 Years (Target for 2018/19 = 64.8 Years)	63.9 Years (Target for 2019/20 = 64.8 Years)		
32	<p>Performance Analysis: Sept-23: Healthy Life Expectancy (HLE) measures the years that a person can expect to live in good health. HLE data is published annually; the latest data published in 2019/20 by the Office for National Statistics (ONS) on HLE relates to 2018-2020. This was due to be updated this year, for the period 2019-2021, however, this is now expected next year, to include new Census 2021 data on general health and requires rebased population estimates, publication of which has also been delayed. The latest data shows a downward trend with HLE for women reducing by 1.1 years from data published in 2018/19.</p> <p>Actions: There is no single action to improve HLE, but evidence shows the greatest impact will be achieved through addressing smoking, diet and alcohol measures along with evidence-based healthcare interventions, such as identifying and treating people with high blood pressure. Public Health is implementing its approach to evidence-based prevention activities across the county with district and borough councils as part of the West Sussex Wellbeing Programme, and with our health and care partners.</p>						
	<p>Measure: Number of people completing evidence-based falls prevention programmes</p> <p>Reporting Frequency: Annually (June)</p>	500		2021/22	2022/23	↗	A
			New Measure – No Data	354	425 (Target for 2022/23 = 400)		
35	<p>Performance Analysis: Sep-23: This data relates to falls prevention programmes within the West Sussex Wellbeing Programme – a partnership with district and borough councils across West Sussex. It shows a good increase in the number of people completing the programmes from the previous year (2022/23). These are one of a number of services with a falls prevention remit across the county, including NHS services which also deliver falls prevention programmes. The number of people completing falls prevention programmes overall in the county is therefore likely to be higher than the West Sussex Wellbeing data reported here.</p> <p>Actions: Public Health will continue to work closely with partners to deliver and improve this approach, including planning for winter pressures.</p>						
	<p>Measure: Mental health – self-reported wellbeing – people with a high anxiety score</p> <p>Reporting Frequency: Annually</p>	21%	2019/20	2020/21	2021/22		A
			20.9%	22.4%	23.9%		
53	<p>Performance Analysis: Sep-23: Data for the last three periods shows an upward trend, with data for 2021/22 (23.9%) above the England national average (22.6%). The data source for this measure is the Annual Population Survey (APS) (persons aged 16+ years) from the Office for National Statistics (ONS) and an update for 2022/23 is currently awaited. It is important to note, that the indicator is an estimate based on a sample of the population in the area.</p>						

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Public Health and Wellbeing		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Actions: This is a priority area for the County Council and partners and is a recently added measure to Our Council Plan because of the assessed level of need in the population. The team are reviewing the latest data through a needs assessment, to inform the County Council's work and public health interventions to improve this measure, including public mental health programmes, suicide prevention, and improving the skills and knowledge of people working in educational settings, parents, families, and carers, to prevent and respond to children and young people who are self-harming. Furthermore, a toolkit for supporting West Sussex schools, academies and colleges respond to an unexpected death of a pupil or member of staff, has been developed by the County Council together with school leaders and partners. To support the launch of this package of guidance, the County Council has also commissioned training, which can be accessed by these educational settings for free.</p>							
54	<p>Measure: HIV late diagnosis in people first diagnosed with HIV in the UK</p> <p>Reporting Frequency: Annually</p>	25% -50%	2018-20	2019-21	2020-22		A
			54.5%	56.9%	51.0%		
<p>Performance Analysis: Sep-23: The data source for this measure is the UK Health Security Agency (UKHSA), with data reported on the Public Health Outcomes Framework (PHOF). Data for the last three data periods as reported on the PHOF are included in this performance update. Data reported in 2020 and 2021 is impacted by the reconfiguration of sexual health services during the national response to Covid-19. Whilst the data for the reporting period 2020-22 (51.0%) shows a downward trend from 2019-21 (56.9%), this is above the Council's 2023/24 target (25-50%) and significantly above the England national average for 2020-22 (43.3%).</p> <p>Actions: West Sussex Public Health continues to progress the West Sussex HIV Action Plan agreed with key stakeholders earlier this year. As part of an evidence-based approach to identifying population need, attitudinal research into HIV testing and Pre-Exposure Prophylaxis (PrEP) uptake has commenced, as well as implementing evidence-based initiatives where required, including community engagement and outreach projects.</p>							
55	<p>Measure: Chlamydia – proportion of 15 – 24-year-olds screened.</p> <p>Reporting Frequency: Annually</p>	12%	2020	2021	2022		R
			6.8%	5.8%	7.8%		
<p>Performance Analysis: Sep-23: Chlamydia detection rates in the public health commissioned Integrated Sexual Health Service (ISHS) were impacted by the Covid-19 pandemic with reduced numbers of people accessing services, dropping significantly from 2019 (15.2%) to 2020 (6.8%), however, they are recovering. Diagnosis targets were set in 2018 as part of a five-year action plan and in 2022/23 these were met. However, chlamydia screening remains low outside of sexual health services, and while the proportion of 15 – 24-year-olds screened rose to 7.8% in 2022 from 5.8% in 2021, this is still the lowest in the South East. In contrast with the Council's best performing local authority neighbours, West Sussex has a comparatively low uptake of chlamydia self-testing accessed online. An action plan is being developed with providers and stakeholders, with particular emphasis on increasing uptake of online testing.</p> <p>Actions: This is a priority for Public Health team to explore potential reasons for reduced chlamydia detection rates in the county, focusing on system wide improvements to increase testing opportunities and awareness.</p>							
60	<p>Measure: Smoking cessation (4 week quits) of smokers from disadvantaged groups.</p> <p>Reporting Frequency: Quarterly, Reported a quarter in arrears</p>	600	Dec-22	Mar-23	Jun-23		A
			427	579	R 122		
<p>Performance Analysis: Sep-23: Validated quarterly data for this measure is published in arrears. Full year data for 2023/24 is expected in August 2024. Due to a new reporting mechanism (implemented to improve data flows from GP providers of stop smoking services) data reported in June 2023 is strictly limited to quits delivered within that quarter. In previous years Quarter 1 reports also included a proportion of Quarter 4 activity (a period of high activity in most years) this has had some impact on Quarter 1 activity. It is now RAG rated red as the quarterly target of 150 was not achieved. An increase is anticipated in Quarter 2 and this is being closely monitored. A new prioritisation of smokers with Long Term Conditions (including Chronic Obstructive Pulmonary Disease (COPD), Cancer, Diabetes, Asthma and Cardiovascular Disease) was introduced into the commissioning of West Sussex primary care smoking cessation services in April 2023. The year-end forecast is RAG rated amber, as actions to progress target are on track and cumulative totals of quits during 2022/23 suggest a continued increase during 2023/24.</p>							

Public Health and Wellbeing	2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast	
<p>This performance indicator includes all reported quits from West Sussex Public Health commissioned smoking cessation services, which are targeted at the following groups, as per National Institute for Health and Care Excellence (NICE) guidance and because these providers can actively engage these groups: <i>West Sussex Wellbeing Service</i> - working with people in the 20% most deprived areas of each district and borough in West Sussex, English as a second language, carers, young people leaving care, individuals with learning difficulties, clients with autism, individuals with serious mental illness (SMI). <i>Primary Care (GPs and pharmacies)</i> - smokers with one or more of the following Long-Term Conditions: cardiovascular disease, Chronic Obstructive Pulmonary Disease (COPD), asthma, diabetes type 1 and 2, cancer.</p> <p>Actions: Work to implement the West Sussex Tobacco Control Strategy Action Plan is progressing, including supporting Stoptober 2023, the national stop smoking campaign, developing a cross-directorate approach to addressing vaping amongst children and young people, working closely with educational settings, and continuing to offer vaping as a quitting tool, as an option to adults within stop smoking services.</p>							
61	Measure: Smoking prevalence in adults (18+) – current smokers (APS) - to achieve Smokefree 2030 prevalence of 5% or below. Reporting Frequency: Annually	10.9%		2021/22	2022/23		R
			New Measure – No Data	12.4%	R	↓	
<p>Performance Analysis: Sep-23: Smoking prevalence is measured by the Annual Population Survey, which is reported annually and published in arrears. Consequently, the impact of current tobacco control activity undertaken in 2023/24 will be measurable in 2025/26, as the survey will be undertaken in 2024, with results published in 2025. Prevalence data for 2022 was published in August 2023 and has increased by 0.1% (to 12.5%) from 2021 prevalence of 12.4%. The decreasing trend in smoking prevalence in West Sussex over previous years appears to now be levelling off, indicating a need to continue to prioritise this work. Data collection methodology has changed, therefore data prior to 2021/22 is not comparable.</p> <p>Actions: Work to implement the West Sussex Tobacco Control Strategy Action Plan, driven by the West Sussex Smokefree Partnership, is progressing, including:</p> <ul style="list-style-type: none"> Disrupting the illicit/underage sale/supply of illicit tobacco and vaping products. Rolling out the provision of reusable vapes as an additional tool to assist adults to quit smoking, with support from West Sussex smoking cessation services. Developing and implementing a cross-directorate approach to addressing vaping amongst children and young people, working closely with educational settings. Establishing expedited pathways for housebound smokers, identified by West Sussex Fire and Rescue Service. 							

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Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Public Health and Wellbeing Portfolio - Total	£0.000m		(£0.000m)	£0.000m

Financial Narrative on the Portfolio's Position

- As at September, the forecast against the Public Health and Wellbeing Portfolio continues to be a balanced budget.

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4. A wide range of public health functions, responsibilities and services impact on wider Council areas, with Public Health working collaboratively across the authority contributing to improving the impacts and outcomes of the Council Plan priorities.
5. The level of population need has increased in a number of areas, and the County Council has seen changes in the way residents prefer to use some services differently. Spending plans are being prepared to utilise the unallocated £1.9m from the 2023/24 budget to reflect the increased level of need in the population for mandated public health services and to support the delivery of the Council's countywide priorities whilst also meeting and improving public health outcomes.
6. The Public Health Grant balance stands at £5.9m as a result of underspending in previous years due to the impact of the Covid-19 pandemic, particularly in demand-led areas like NHS Health Checks and sexual health services, which saw lower than usual volumes during earlier phases of the pandemic. Plans to utilise this funding on public health needs and outcomes are being considered as part of the budget preparation process for 2024/25.
7. In accordance with ring-fenced grant requirements, any unspent funds will be carried forward into the next financial year, so it remains available to manage risk and spend in line with the Public Health Grant conditions.
8. An indicative budget for 2024/25 for the Public Health Grant has been announced which increases the 2023/24 grant by 1.3%. It is noted this is significantly below the level of inflation and spending plans will need to take this into account and other responsibilities for example, NHS contracts and national salary uplift requirements.
8. During the Covid-19 pandemic, the Government allocated **Contain (Covid) Outbreak Management Fund (COMF)** to help reduce the spread of the virus and to support local public health needs. The County Council carried forward £1.874m of funding into 2023/24. Eligible expenditure relating to agreed COMF projects, including public health action and intervention measures, will be allocated to this grant.

Savings Delivery Update

9. The portfolio has no named savings target for 2023/24, however there is a direct link to the £0.038m Support Services and Economic Development saving – Use of Uncommitted Public Health Grant (PHG). This saving has occurred due to the Help and Home contract being decommissioned and has enabled other eligible spend within the Support Services and Economic Development portfolio to be funded through the Public Health Grant.

Capital Programme

10. Currently, there are no Public Health and Wellbeing capital schemes within the County Council's Capital Programme.

Risk

11. 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 5** - Corporate Risk Register Summary.
12. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Support Services and Economic Development Portfolio

Performance Summary

1. Performance highlights this quarter:

- The countywide **Digital Infrastructure Strategy 2023-2030** was endorsed by Cabinet in July and has since been published. The Digital Infrastructure Team is delivering a pipeline of projects with a rolling delivery plan.
- The Government is prioritising **investment in 5G** with a target of 100% national coverage by the end of 2027. The West Sussex Digital Infrastructure Strategy supports this and is working with Mobile Network Operators to improve mobile coverage and capacity in urban and rural areas.
- The County Council was successful in its bid with consortium lead Densair Ltd for funding for **The BEACH project**. The Department for Science, Innovation and Technology (DSIT) allocated £2.8m for the County Council to work with Worthing Borough Council and partners to deploy 5G commercial and private networks in Worthing town centre and beach front to support visitor engagement and mobile connectivity; with the councils providing street assets to support the scheme.
- The HR and Organisational Development Service has helped **Children Young People and Learning welcome 38 social workers** as part of the overseas recruitment project and are working to bring in a further 13 as soon as their Social Work England registrations are finalised.
- In **Adults Services, seven Occupational Therapists** from overseas are in post with the last recruit joining soon. Two social workers from abroad have also joined Adults Services with a further 19 due in the coming months.

Our Council Performance Measures

Note - the performance measures relating to Economy are reported under the Leader Portfolio in **Section 7**.

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Support Services and Economic Development		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
20	Measure: Percentage of premises able to access gigabit-capable connectivity by 2025 (working towards government target of 85% by the end of 2025) Reporting Frequency: Annually (April)	63.0%	2020/21	2021/22	2022/23	↗	G
			G	G	G		
			21.2%	50.3%	60.3% (2022/23 Target: 55%)		

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Support Services and Economic Development		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Sep-23: Continued working with suppliers within the county with commercial plans and/or completion of existing Voucher schemes. The DSIT (Department for Science, Innovation and Technology) West Sussex Project Gigabit procurement was launched January 2023. Supplier bids have now been evaluated. DSIT plan for the contract award to take place between November 2023 to January 2024.</p> <p>Actions: Continue to support intervention in sub super-fast communities.</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>	80.0%	May-21	Nov-21	May-22	↓	G
			G	G	G		
			82.4%	81.2%	81.0%		
<p>Performance Analysis: Sep-23: The latest Pulse Survey was undertaken in September. Results to be reported in Q3.</p> <p>A Management 360 Feedback Tool has been piloted within the Fire and Rescue Service which provides a coaching offer for managers to identify future development. HR has also been working with an external provider on team-based coaching sessions to support the working culture within the Fire and Rescue Services.</p> <p>A mandatory Children Young People and Learning Development Programme is being rolled out to all staff. Lessons learned will be used to support the design of a similar programme for the Adults' and Health directorate.</p> <p>A working group is working on the design and launch of an Aspiring Leaders and Managers Programme with the aim of supporting colleagues across the council with an interest in leading and managing others to explore and develop the values, knowledge, confidence, and skills to become a leader in the County Council.</p> <p>Actions: The team will provide an update in Q3 from the September/October 2023 Pulse Survey. Work is underway to develop a Team Effectiveness diagnostic, helping managers in supporting and improving their teams. There are plans to further expand the Internal Coaching Pool and Coaching Community of Practice Network.</p>							
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>	88.0%	May-21	Nov-21	May-22	↑	G
			G	G	G		
			90.6%	89.2%	91.0%		
<p>Performance Analysis: Sep-23: See text at Measure 47 above.</p>							
51	<p>Measure: Percentage of Customer Service Centre telephone calls that could have been resolved through digital channels</p> <p>Reporting Frequency: Quarterly</p>	30.0%		Jun-23	Sep-23	↓	G
				G	G		
			New Measure – No Data	25.0%	27.8%		
<p>Performance Analysis: Sep-23: Currently achieving 27.8%, below the 23/24 target of 30%. There are plans to open further digital channels for customers to contact the Council and the target is expected to be achieved by the year end. Social Media channel is also moving into the Customer Service Centre to support customers.</p> <p>Actions: Work is under way to integrate the Social Media channel into the Customer Service Centre. Due in Q3.</p>							
62	<p>Measure: Percentage of positions which have been vacant from more than [100 days].</p> <p>Reporting Frequency: Quarterly</p>	TBC					
			New Measure – No Data	New Measure – No Data	New Measure – No Data		

Support Services and Economic Development	2023/24 Target	Performance Over The Last 3 Periods	DoT	Year End Forecast
<p>Performance Analysis: Sep-23: Currently establishing a baseline having undertaken a data cleansing exercise, after which targets can be defined.</p> <p>Children, Young People and Learning (CYPL) has welcomed 38 social workers as part of our overseas recruitment and will bring in the remaining 13 soon. This has helped to reduce the vacancy gap for CYPL social workers to 0.5 FTE or 0.1%.</p> <p>In Adults Services, 7 Occupational Therapists are in post with 1 more due to join us soon. Additionally, 2 international Social Workers have joined our Adults Services Teams with a further 19 due to join in the coming months.</p> <p>There is continued work taking place to address the challenges of recruiting civil engineers, including the set-up of a dedicated recruitment careers page including videos and a register your interest option on our careers site.</p> <p>This quarter also saw the completion of the Customer Service project, filling all 27 roles on the first cycle.</p> <p>A number of senior roles have recently been successfully recruited, including the Assistant Director of Environment and Public Protection, Assistant Director - Safeguarding Planning and Performance and Head of Assurance and Practice, Deputy Director HR and Organisational Development.</p>				

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure – HR Recruitment Project	£0.307m	Covid-19 Grant Funding	(£0.307m)	
Customer Experience – Additional costs associated with the Children’s statutory complaint process	£0.150m	Customer Experience – Projected underspend on Independent Visitor Scheme mileage and subsistence	(£0.050m)	
		IT Service – Projected underspend on budget set aside for the re-design of the service and associated costs	(£0.231m)	
		Communications and Transformation teams staffing underspend	(£0.200m)	
Support Services and Economic Development Portfolio - Total	£0.457m		(£0.788m)	(£0.331m)

Financial Narrative on the Portfolio’s Position

- As at the end of September, the forecast against the Support Services and Economic Development budget is a projected underspend of £0.331m, this is an improvement of £0.431m when compared to June.
- As previously reported, the **Customer Experience Team** is projecting a £0.150m overspend due to changes to how local authorities handle complaints under the children’s services statutory complaints process. This overspend is partly mitigated by a £0.050m projected underspend on costs associated with the Independent Visitors Scheme using more on-line visits.

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5. As agreed in 2022/23, part of the remaining £0.307m of non-ringfenced Covid-19 grant will be fully used to fund the short-term additional capacity within the **HR Resourcing Team** to support recruitment and retention initiatives.
6. An underspend of £0.231m is projected for **IT Services**. In 2021, IT support was transferred from Capita and budget set aside for the redesign of the service and on-going costs. In 2023/24, this budget remains unspent with no immediate plans for service changes. This is a proposed saving for the 2024/25 budget.

Savings Delivery Update

7. There are £1.308m of savings to be delivered. Details below:

Saving Activity	Year	Saving to be Delivered in 2023/24	September 2023		Narrative
Reduction in Postage and Stationery Budgets	2023/24	£0.200m	£0.200m	G	A saving in postage and stationery with greater use of electronic communication and ways of working / engaging with residents.
Democratic Services Budgets	2023/24	£0.140m	£0.140m	G	Includes the removal of vacant posts and a reduction in the Members and meetings budget (e.g., allowances, catering, travel). This assumes virtual working remains at current levels.
Staffing - Deletion of Vacant Posts	2023/24	£0.120m	£0.120m	B	Removal of vacant posts. Project resources now provided on a project-by-project basis.
Use of uncommitted Public Health Grant (PHG)	2023/24	£0.038m	£0.038m	B	The Help at Home contract decommissioned in July 2021. The savings will be used to contribute towards other eligible public health spend within the Support Services and Economic Development portfolio.
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	£0.210m	£0.210m	G	Staffing budgets currently assume a vacancy factor of 5% but over the last few years, this has averaged 6% across the organisation and is expected to remain at this level for 2023/24.
Licencing savings following re-procurement of ERP solution	Prior Years	£0.400m	£0.400m	G	Due to revised implementation plans for Oracle, it is unlikely that this saving will be achieved as originally envisaged in 2023/24. However other opportunities arising across the Directorate will mitigate this in year.
Reduction in legal costs required for child protection cases	Prior Years	£0.200m	£0.200m	G	There has been a steady increase in pre-court cases undertaken where there is concern about a child's wellbeing. This has led to a reduction in the number of cases continuing to court and incurring costly fees. The saving is on track to be delivered.

Savings Key:

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

Capital Programme

Capital Summary

8. The Support Services and Economic Development capital programme; as approved by County Council in February 2023, is a programme totalling £5.848m for 2023/24. Budget of £1.289m, originally profiled to be spent in 2023/24, was accelerated into 2022/23, revising the year's capital programme to £4.559m.
9. Since this time, the profiled spend has decreased overall by £0.430m, to give a current year end projection for 2023/24 of £4.129m.
10. The portfolio's capital programme contains eleven schemes. Six of the schemes are in delivery, one is practically complete and within a retention phase whilst snagging and cosmetic works are completed and four are funded from Business Rates Pool and report directly to the West Sussex Councils' Chief Executives' and Leaders' Board. The details for each are reported below.

	Support Services and Economic Development Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: Arun Growth Programme - Bognor Regis Esplanade	G	G	G	£0.431m	£0.090m	£0.046m	£0.295m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Revised Programme agreed with Growth Board.							
2	Project: Arun Growth Programme - Littlehampton Terminus Road	G	G	G	£1.253m	£0.445m	£0.406m	£0.402m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Project is on track.							
3	Project: Adur Growth Programme - Southwick Square (Public Realm Improvements)	G	G	G	£0.600m	£0.034m	(£0.034m)	£0.600m
	Latest Estimated Completion Date: 2024			Project Phase: In Delivery				
	Narrative: Project is on track.							
4	Project: Worthing Public Realm - Portland Road	G	G	G	£1.510m	£1.231m	£-	£0.279m
	Latest Estimated Completion Date: 2023			Project Phase: Practically Complete – In Retention				
	Narrative: Project is complete. Once final invoices have been settled, any remaining funds will be returned to the Capital Improvement Budget.							

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	Support Services and Economic Development Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
5	Project: Worthing Public Realm - Railway Approach	G	G	G	£2.861m	£0.553m	£0.031m	£2.277m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Project is on track.							
6	Project: Investment in Technology - Block	G	G	G	£0.012m	N/A	£-	£0.012m
	Latest Estimated Completion Date: 2024			Project Phase: In Delivery				
	Narrative: Majority of funds were accelerated into 2022/23.							
7	Project: Capital Receipts Funding for Eligible Revenue Projects	G	G	G	£12.275m	£4.248m	£-	£8.027m
	Latest Estimated Completion Date: 2024			Project Phase: In Delivery				
	Narrative: Funding for flexible use of capital receipts revenue projects. Spend for 2023/24 will be considered at the year-end against eligible spend.							
8	Project: Business Rates Pilot - Converged Fibre	G	G	G	£4.320m	£4.084m	£0.004m	£0.232m
	Latest Estimated Completion Date: 2024/25			Project Phase: In Delivery – Business Rates Pool				
	Narrative: Project is on track. Funded from Business Rates Pool and reports direct to Chief Executives' and Leaders' Boards.							
9	Project: Business Rates Pilot - Gigabit Voucher Scheme	G	G	G	£5.700m	£1.683m	£-	£4.017m
	Latest Estimated Completion Date: 2025/26			Project Phase: In Delivery – Business Rates Pool				
	Narrative: Project is on track. Funded from Business Rates Pool and reports direct to Chief Executives' and Leaders' Boards.							
10	Project: Business Rates Pilot - District and Borough Council Gigabit Projects	A	G	G	£5.640m	£-	£-	£5.640m
	Latest Estimated Completion Date: 2025/26			Project Phase: In Delivery – Business Rates Pool				
	Narrative: Delay to project timescales due to external delivery partner. Funded from Business Rates Pool and reports direct to Chief Executives' and Leaders' Boards.							
11	Project: Economic Recovery Fund (Business Rates Pool) - Connected Places - WIFI	G	G	G	£0.500m	£0.033m	£-	£0.467m
	Latest Estimated Completion Date: 2024/25			Project Phase: In Delivery – Economic Recovery Fund				
	Narrative: Project is on track. Funded from Economic Recovery Fund and reports direct to Chief Executives' and Leaders' Boards.							

11. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the Budget Report published in February 2023.

Risk

12. 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	As a result of skill shortages and less favourable employment offers in comparison to other organisations (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.	25	25
CR39a	Cyber threat is an evolving, persistent and increasingly complex risk to the ongoing operations. There is a risk of a successful cyber-attack directly from external threats or indirectly from individuals falling prey to social engineering or phishing attacks. This could 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 and needs to avoid data breach or loss. It needs the resources, skills, knowledge, systems and procedures to ensure obligations are met.	9	9
CR50	WSCC is responsible for ensuring the health, safety and welfare of its employees and customers. If WSCC staff/services and maintained schools fail to comply with statutory duties, responsibilities and processes (in accordance with WSCC governance arrangements), there is a risk that it will lead to a serious health, safety and wellbeing incident occurring .	9	9

13. Further detail on all risks can be found in **Appendix 5** - 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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Performance By Priority - KPI Summary Table

Portfolio	RAG Status	Council Plan Priority			
		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	1	0
	G	2	0	2	0
Children and Young People, Learning and Skills	R	4	1	4	0
	A	1	0	0	0
	G	0	1	5	0
Community Support, Fire and Rescue	R	0	0	0	0
	A	0	0	0	0
	G	3	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	1
	G	0	1	0	2
Highways and Transport	R	0	0	1	0
	A	0	1	0	0
	G	0	1	0	0
	No RAG	0	2	0	0
Leader	R	0	0	0	0
	A	0	0	0	0
	G	0	2	0	0
Public Health and Wellbeing	R	0	0	2	0
	A	0	0	2	0
	G	1	0	1	0
	No RAG	3	0	0	0
Support Services and Economic Development	R	0	0	0	0
	A	0	0	0	0
	G	0	1	0	3
	No RAG	0	0	0	1
Summary Total	R	4	1	10	0
	A	2	2	3	1
	G	6	7	12	5
	No RAG	3	2	0	1
		15	12	25	7

Key:

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

Footnote: The values within the table refer to the number of KPI measures included within each portfolio.

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Revenue Budget Monitor to the end of September 2023

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Precept	-567,120	-567,120	-283,560	0
Business Rates Retention Scheme	-97,084	-102,073	-50,716	0
Collection Fund Deficits	1,818	496	496	0
New Homes Bonus Grant	-1,200	-1,200	-600	0
Revenue Support Grant	0	-35	-18	0
Services Grant	-3,079	-3,205	-1,603	0
Social Care Support Grant	-42,138	-42,138	-23,222	0
Total Financing	-708,803	-715,275	-359,223	0
Analysis of Expenditure	Approved £000	Latest £000	Net £000	Projected £000
Portfolio Budgets				
Adults Services	242,653	241,997	147,003	1,200
Children and Young People, Learning and Skills	182,889	196,820	101,780	22,785
Community Support, Fire and Rescue	47,768	48,071	6,878	325
Environment and Climate Change	73,867	72,696	32,873	2,540
Finance and Property	28,058	27,049	13,276	1,294
Highways and Transport	47,345	47,574	15,990	-2,200
Leader	3,016	2,889	1,735	-100
Public Health and Wellbeing	0	0	-11,579	0
Support Services and Economic Development	41,170	38,102	24,606	-331
Sub-total	666,766	675,198	332,562	25,513
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	13,009	14,076	0	-100
Capital Financing - Interest	17,440	18,780	9,390	12
Revenue Contribution to Capital - Business Rates Pilot	590	590	0	0
Revenue Contribution to Capital - Other	532	625	0	0
Investment Income	-6,962	-6,962	-9,625	-8,000
Corporate Contingency	13,008	13,008	0	-13,008
Investment into Highways, Roads, Skills and Economic Development	5,000	5,000	0	0
Transfers to/(from) Reserves - Business Rates Pilot	-590	-590	-590	0
Transfers to/(from) Other Earmarked Reserves	-15,990	-20,450	-20,450	0
Transfer DSG Deficit to Unusable Reserves	0	0	0	0
Transfers to/(from) General Fund	16,000	16,000	16,000	0
Sub-total	42,037	40,077	-5,275	-21,096
Total Net Expenditure	708,803	715,275	327,287	4,417
Total Forecast Variation - overspending				4,417
Memo: Contingency				£000
Original Budget				13,008
Anticipated draw-down of Contingency to fund projected overspend				-13,008
Available Contingency				0

Appendix 2

Balances and Reserves	Balance at 31st March 2023	Balance at 30th September 2023	Projected Balance at 31st March 2024	Projected Annual Movement	Detail on Projected Annual Movements >£500k
	£000	£000	£000	£000	
Earmarked Reserves:					
Reserves to Fund Contractual Commitments					
Crawley Schools PFI	-267	-267	-179	88	
Recycling & Waste PFI	-10,428	-10,264	-10,264	164	
Street Lighting PFI	-23,019	-21,931	-23,050	-31	£1.1m planned drawdown within the approved 2023/24 budget; £1.1m forecasted interest receipts
Waste Materials Resource Management Contract	-22,597	-20,997	-20,997	1,600	Planned transfer within the approved 2023/24 budget
	-56,311	-53,459	-54,490	1,821	
Reserves to Manage Risks and Uncertainties					
Adult Social Care Reform Risk	-19,963	0	0	19,963	Following the delay of social care reforms until 2025, this reserve has now been re-purposed. £15m has been transferred to the Budget Management Reserve and £5m to the Social Care Sustainability Reserve
Budget Management	-40,380	-42,429	-42,429	-2,049	Planned transfer of £15m from Adult Social Care Reform Risk Reserve, offset by £16m planned transfer to General Fund and additions from the closure of now dormant reserves (£0.6m). All included within the agreed 2023/24 Budget
Business Rates & Collection Fund Smoothing Reserve	-11,657	-16,311	-16,311	-4,654	Planned drawdown within the approved 2023/24 budget (£1.8m) offset by additional business rates retention, collection fund income and financing grants (net £6.5m)
Insurance Reserve	-6,408	-6,408	-5,000	1,408	Projected draw down is based on latest forecast calculations
Interest Smoothing Account	-2,778	-2,778	-2,778	0	
Schools Sickness & Maternity Insurance Scheme	-1,403	-1,403	-1,403	0	
Social Care Sustainability Reserve	-5,028	0	0	5,028	Planned transfer of £5m from the Adult Social Care Reform Risk Reserve, to increase the in-year reserve balance to £10m. £10m drawdown to support cost pressures within childrens social care actioned in Q1 2023/24.
	-87,617	-69,329	-67,921	19,696	
Service Specific Earmarked Reserves					
Ash Dieback	-1,200	-1,200	-1,200	0	
Business Rates Pilot Fund	-16,707	-16,117	-16,632	75	
Economic Growth	-1,792	-1,759	-1,359	433	
Highways Commuted Sums	-8,366	-8,859	-8,859	-493	
Highways On-Street Parking	-1,342	-1,342	-1,242	100	
Inflation Contingency	-4,787	-4,539	-4,540	247	
Infrastructure Works Feasibility	-2,041	-3,564	-2,564	-523	Estimated transfer from the reserve to fund 2023/24 feasibility studies
Lane Rental Scheme Reserve	-1,153	-1,153	-5,653	-4,500	Increase in fees collected from street works companies before applicable highway improvement schemes being identified
Miscellaneous Service Carry Forwards	-730	-730	-80	650	Transfer agreed carry forward balances to services in year to support pressures and initiatives
Service Transformation Fund	-11,825	-11,825	-5,286	6,539	Funding applied to major organisational changes or service re-designs to deliver future savings and service efficiencies
Statutory Duties	-2,114	-2,114	-1,694	420	Planned projects including Health and Safety Condition Surveys and Teachers Pensions
Other Earmarked Reserves	-1,759	-1,398	-1,098	661	Planned transfers within the approved 2023/24 budget and in year planned projects
	-53,816	-54,600	-50,207	3,609	
Reserves for Government Grants					
Covid-19 Fund	-1,351	-1,351	0	1,351	Planned transfer to service budgets to fund support for vulnerable customers
Domestic Abuse Reserve	-2,775	-2,775	-3,350	-575	
Unapplied Revenue Grants	-2,492	-2,492	-467	2,025	Planned transfer of grant funding to service budgets to support services relevant to the grants
	-6,618	-6,618	-3,817	2,801	
Earmarked Reserves (Excluding Schools)	-204,362	-184,006	-176,435	27,927	
School Balances	-24,171	-23,487	-23,487	684	
Total Earmarked Reserves	-228,533	-207,493	-199,922	28,611	
General Fund	-20,286	-36,286	-36,286	-16,000	Planned increase within the approved 2023/24 budget
Capital Grants Unapplied	-21,346	-21,346	0	21,346	Unringfenced grants applied to finance capital spend
Capital Receipts Reserve	-6,020	-6,020	0	6,020	Capital receipts to finance capital spend
Total Usable Reserves	-276,185	-271,145	-236,208	39,977	

Revenue Portfolio Grant Listing - As At September 2023

Portfolio and Specific Government Grants	Published Budget Book 2023/24	In Year Revisions - Q1 PRR	In Year Revisions - Q2 PRR	Latest Grant Allocations For 2023/24	To Note: Grants Carried Forward From 2022/23
Adult Services					
Adult Social Care Market Sustainability and Improvement Fund	7,700	36	0	7,736	0
Market Sustainability and Improvement Fund - Workforce Fund	0	5,024	0	5,024	0
Local Reform and Community Voices	158	(1)	0	157	0
Social Care in Prison	49	0	0	49	0
Domestic Abuse	1,500	0	0	1,500	2,775
Public Health	300	0	0	300	0
Improved Better Care Fund	20,512	100	0	20,612	0
Social Care Grant	4,309	0	0	4,309	0
Adult Social Care Discharge Fund	2,900	(10)	0	2,890	0
War Pensions Scheme Disregard	135	(2)	0	133	0
Care Quality Commission Review and Assessment of Local Auth	0	0	27	27	0
	37,563	5,147	27	42,737	2,775
Children and Young People, Learning and Skills					
Child Asylum Seekers	4,150	(870)	840	4,120	0
Adoption Support Fund	300	0	0	300	0
Asylum - Leaving Care	2,630	290	0	2,920	0
Public Health - Healthy Child Programme	10,769	0	0	10,769	0
Public Health	1,796	0	0	1,796	0
Think Family	2,174	0	0	2,174	0
Staying Put	372	0	0	372	0
Youth Justice Good Practice	678	0	31	709	0
Reducing Personal Conflict Workforce Development	66	0	0	66	0
Family Safeguarding Implementation	0	250	0	250	0
Improved Better Care Fund	100	(100)	0	0	0
Teaching Partnership	70	0	(70)	0	0
Extending Personal Advisor Offer (Care Leavers)	144	0	0	144	0
Leaving Care Allowance Uplift Implementation Grant	0	179	0	179	0
Rough Sleeping Grant	0	25	0	25	0
Turnaround Grant	0	171	0	171	0
Supported Accommodation Reforms	0	378	0	378	0
Dedicated Schools	775,817	1,227	0	777,044	0
Mainstream Schools Additional Grant	19,367	(8,745)	0	10,622	0
16-19 Sixth Form	10,829	0	0	10,829	0
Pupil Premium	14,313	706	0	15,019	0
Crawley PFI	4,532	0	0	4,532	0
Extended Rights to Free Travel	742	0	0	742	0
Higher Education Funding Council for England	82	0	0	82	0
PE and Sports	3,231	(37)	0	3,194	0
Universal Free School Meals	6,559	0	0	6,559	0
Skills Funding Agency	3,020	0	0	3,020	0
Moderation and Phonics Key Stage Two	27	0	0	27	0
Recovery Premium	820	0	0	820	0
School Led Tutoring	1,219	0	0	1,219	0
European Structural and Investment Fund Grant	141	0	0	141	0
Multiply - Adult Numeracy	1,287	0	0	1,287	0
Holiday Activities and Food Programme	1,746	0	0	1,746	0
Virtual School Head Role Extension - Looked After Children	214	0	0	214	80
Virtual School Head Role Extension - Social Worker	0	0	0	0	87
Early Years Training	0	0	0	0	23
Early Years Expert and Mentoring Programme	0	0	0	0	8
Virtual School Head - Post 16 Pupil Premium Plus	0	130	0	130	0
National Professional Qualification	0	29	0	29	0
Teachers Pay Allocation Grant	0	5,804	0	5,804	0
Supporting Internships	0	0	60	60	0
	867,195	(563)	861	867,493	198
Community Support, Fire and Rescue					
Public Health	355	0	0	355	0
Syrian Vulnerable Persons Resettlement Scheme	439	0	0	439	0
Afghan Relocation and Assistance (Individual Based Tariff)	132	0	65	197	0
Afghan Resettlement Grant	215	0	4,078	4,293	0
Ukraine Response	266	0	0	266	0
Household Support Fund	0	9,740	0	9,740	0
Fire Revenue	2,140	0	0	2,140	0
Public Health	477	0	0	477	0
Marauding Terrorist	0	0	0	0	29
Protection Uplift	0	0	0	0	151
South East Region Fire and Rescue Service Control Room	0	0	0	0	97
	4,024	9,740	4,143	17,907	277

Agenda Item 4
Appendix 3

Portfolio and Specific Government Grants	Published Budget Book 2023/24	In Year Revisions - Q2 PRR	In Year Revision - Q2 PRR	Latest Grant Allocations For 2023/24	To Note: Grants Carried Forward From 2022/23
Environment and Climate Change					
Waste PFI	2,124	0	0	2,124	0
Local Nature Recovery Strategy	0	0	136	136	32
Biodiversity Net Gain	0	0	27	27	28
Low Carbon Skills Fund (Phase 4)	0	98	0	98	0
	2,124	98	163	2,385	60
Finance and Property					
Inshore Fisheries and Conservation Support	148	0	0	148	0
Inshore Fisheries and Conservation Projects	0	0	0	0	160
Audit Grant - Redmond Review	0	0	47	47	0
	148	0	47	195	160
Highways and Transport					
Street Lighting PFI	6,069	0	0	6,069	0
Bus Service Operations	436	0	0	436	0
Bus Service Improvement Plan (BSIP)	2,560	0	0	2,560	959
Public Health	50	0	0	50	0
Active Travel Capacity Grant	0	0	0	0	238
Local Electric Vehicle Infrastructure (LEVI) Capability Fund	0	0	257	257	113
Supported Bus Services	0	0	0	0	370
Local Transport Authority Bus Capacity	0	0	0	0	117
	9,115	0	257	9,372	1,797
Public Health and Wellbeing					
Public Health	21,161	1,183	0	22,344	0
Rough Sleeping Drug and Alcohol Treatment	640	0	0	640	0
Local Reform and Community Voices	316	0	0	316	0
	22,117	1,183		23,300	0
Support Services and Economic Development					
Public Health	1,336	0	0	1,336	0
	1,336	0		1,336	0
Revenue Portfolio Grant Total	943,622	15,605	5,498	964,725	5,267

2023/24 CAPITAL MONITOR as at the end of September 2023

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
	23/24 In-Flight Capital Programme (February County Council)	23/24 Pipeline Capital Programme (February County Council)	23/24 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2022/23	Total 23/24 Revised Capital Programme	Actuals to Date	In-Flight Forecast for Remaining Period	Pipeline Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults Services	0	0	0	0	0	65	(65)	0	0	0
Children and Young People, Learning and Skills	37,292	2,160	39,452	2,810	42,262	17,286	25,279	0	42,565	303
Community Support, Fire and Rescue	8,741	348	9,089	(4,864)	4,225	1,305	1,461	239	3,005	(1,220)
Environment and Climate Change	11,582	600	12,182	291	12,473	2,483	8,937	0	11,420	(1,053)
Finance and Property	6,627	800	7,427	0	7,427	765	3,543	0	4,308	(3,119)
Highways and Transport	46,702	1,500	48,202	(163)	48,039	27,416	22,101	0	49,517	1,478
Leader	2,683	0	2,683	372	3,055	2,341	714	0	3,055	0
Support Services and Economic Development	5,132	716	5,848	(1,289)	4,559	453	3,676	0	4,129	(430)
Total Capital Programme	118,759	6,124	124,883	(2,843)	122,040	52,114	65,646	239	117,999	(4,041)

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Corporate Risk Register Summary - September 2023

CR11

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

Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Human Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action	Target Date
Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas, 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
Developing alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.	Ongoing
Development and regular communication of comprehensive employee value proposition to support recruitment and retention.	01/01/2024
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	01/04/2024

CR39a

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

Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy

Treat

Risk Control/Action	Target Date
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

CR58

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

Risk Description

The care market, and in particular the Lifelong Services and Mental Health market is experiencing significant fragility. This is anticipated to be related to factors such as but not limited to cost pressures, changing requirements and expectations, and workforce challenges. There is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex being 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
Annual review of fees paid to providers to support financial sustainability.	Ongoing
Continue to risk assess services against CQC criteria/requirements to manage impact on pipeline activity.	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 market providers to monitor financial sustainability.	Ongoing
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	Ongoing

CR22

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

Risk Description

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

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

Risk Control/Action	Target Date
Continue to lobby for fairer funding for Local Government through annual settlements, the Fair Funding Review, Levelling Up Agenda and Business Rates reset.	Ongoing
Financial Planning sessions with ELT and Cabinet 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

CR76

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

Risk Description

Natural England issued a Position Statement on 14 September 2021 that affects all planning applications not granted before that date within the Sussex North Water Supply Zone. This has essentially halted all WSCC plans and projects in the water supply zone until water neutrality can be demonstrated. There are number of impacts on and, potentially, opportunities for WSCC arising. The principal corporate risk is that the council will be unable to provide sufficient school places in the water neutrality area.

Date Risk Raised	01/06/2023
Risk Owner	Director of Place Services
Risk Strategy	Treat

Risk Control/Action	Target Date
Direct instruction and ongoing regular engagement with all schools (including academies) regarding entering into off-setting negotiations independently of WSCC.	01/11/2023
Produce centralised offsetting register that captures potential offsetting opportunities across WSCC estate.	01/11/2023
Regular engagement with Local Planning Authorities.	Ongoing
Resource a robust set of centralised controls and initiatives to ensure identified offsetting opportunities are supported and secured in legal agreements.	01/11/2023
Resources made available to support offsetting activities.	Ongoing

CR61

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

Risk Description

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

Date Risk Raised	01/06/2019
Risk Owner	Director of Children, Young People and Learning
Risk Strategy	Tolerate

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

CR69

Current Score
10

Target Score
5

Initial Score
25

Risk Change
Unchanged
➡

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

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

CR39b

Current Score
9

Target Score
9

Initial Score
20

Risk Change
Unchanged
➡

Risk Description

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

Date Risk Raised
01/03/2017

Risk Owner
Director of Law & Assurance

Risk Strategy
Tolerate

Risk Control/Action	Target Date
Adopt ISO27001 (Information Security Management) aligned process & practices.	Ongoing
Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	Ongoing
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
Secure additional capacity for data protection team to further reduce risk of non-compliance with statutory deadlines.	01/01/2024
Test the effectiveness of DPIA	Ongoing

CR50

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

Risk Description

WSCC are responsible for ensuring the HS&W of its employees and residents/customers. If WSCC staff/services and maintained schools fail to comply with H&S statutory duties, responsibilities and processes (in accordance with WSCC governance arrangements), there is a risk that it will lead to a serious health, safety and wellbeing 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/performance measure onto new online audit tool.	01/12/2023
Purchase, develop and introduce an interactive online H&S service led audit tool.	01/12/2023
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
4	4	16	Decreased ⬇️

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
Tolerate

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
Regular monitoring and active corporate support to establish better practice.	Ongoing
Training focused on CMT and senior officers involved in decision governance.	Ongoing

Workforce Information – Q2 2023/24

Leadership & Management		Indicator 2023/24	Q2 2023/24	Q1 2023/24
Leadership Stability	Percentage of Senior Management positions filled by permanent WSCC employees (Excluding Vacancies)	On-going	G	G
		95%	100%	100%
	Rolling 12-month turnover percentage for permanent positions at HAY Grade (or equivalent) and above	On-going	G	G
		<11%	8%	9%
Resourcing & Talent		Indicator 2023/24	Q2 2023/24	Q1 2023/24
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	6,414	6,283
	Employed Headcount <i>(at the end of the reporting period)</i>	Not Applicable	6,239	6,137
	Employed FTE <i>(at the end of the reporting period)</i>	Not Applicable	5602	5,498
	Number of new Apprentice starters since the start of the financial year (excluding Schools)	End of Year	A	A
113		50	8	
Agency (Matrix)	Total contract spend with Matrix	Not Applicable	£5,587,663	£5,642,098
	Agency (Matrix) % of Employed workforce	Not Applicable	8%	9%
Staff Turnover	Rolling 12-month turnover rate	On-going	G	G
		Between 9% & 13%	9.8%	10.8%
Performance & Development		Indicator 2023/24	Q2 2023/24	Q1 2023/24
Performance	Percentage positive response to the Pulse Survey question: "I have regular meaningful conversations with my manager about my performance, wellbeing and support needs"	On-going	A	G
		80% (78%)	79% (Sep 2023 Survey)	79% (May 2022 Survey)
Learning & development	Percentage positive response to the question: "I have good opportunities to develop my skills and knowledge in line with my role and my aspirations"	On-going	G	G
		73% (70%)	75% (Sep 2023 Survey)	71% (May 2022 Survey)
	Staff induction completion rates	On-going	A	A
		91%	84%	79%

Wellbeing, Values & Ways of Working		Indicator 2023/24	Q2 2023/24	Q1 2023/24
Behaviours & Values	Percentage positive response to the Pulse Survey question: "I am treated with dignity and respect by my work colleagues"	On-going	G	G
		88% (87%)	90% (Sep 2023 Survey)	91% (May 2022 Survey)
Ways of Working	Percentage positive response to the Pulse Survey question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to continuously improve"	On-going	G	G
		80% (78%)	81% (Sep 2023 Survey)	81% (May 2022 Survey)
	Percentage positive response to the Pulse Survey question: "My ideas and opinions are valued and are used to help shape the way we work and our future planning"	On-going	A	G
		75% (73%)	74% (Sep 2023 Survey)	74% (May 2022 Survey)
Level of sickness absence <i>(May retrospectively change due to late reporting of sickness)</i>	Rolling 12-month average number of calendar days lost due to sickness absence per FTE	On-going	A	A
		15 Calendar Days p.a.	16.2	15.9
	Number of calendar days lost due to short term sickness absence (less than 21 calendar days)	Not Applicable	5,968	5,164
	Top reason for short term absence (less than 21 calendar days)	Not Applicable	Anxiety, Stress, Depression, Mental Health	Respiratory, Cough, Cold, Flu
	Number of calendar days lost due to long term sickness absence (21 or more calendar days)	Not Applicable	16,361	14,574
	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 2023/24	Q2 2023/24	Q1 2023/24
Employee Disclosure Rate	Disclosure rate for self-declaration of an employee's: disability; sexual orientation; race/ethnicity; religion	End of Year	G	G
		60%	53.2%	52.7%

RAG Rating Key:

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

Workforce Summary Narrative

1. Of the twelve KPIs with a RAG status indicator, five are reported as Amber and seven are reported as Green. This compares to last quarter where three KPIs were reported as Amber and nine were Green.

2. The two KPIs that have changed from Green to Amber are two Pulse Survey related KPIs:
 - i. **'Percentage positive response to the Pulse Survey question: "I have regular meaningful conversations with my manager about my performance, wellbeing and support needs"**. A new Pulse Survey was undertaken in September 2023 so the results for the five KPIs related to the Pulse Survey can be refreshed. The result of this Pulse Survey KPI remains the same as the previous survey at 79%, but it now falls one percentage point below the new indicator level for 2023/24 which is 80% (up from 78%).
 - ii. **'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"**. Like the KPI above, the result is the same as the previous survey at 74% but below the new indicator level of 75% (up from 73%) so its status changes from Green to Amber.

3. The three KPIs that have remained Amber are:
 - i. **'Number of new Apprentice starters since the start of the financial year (excluding Schools).'** The KPI was rated as Amber last quarter because the figure for Q1 (8) was below the normal level at this stage of the year (circa 14). This quarter the cumulative number of new apprentices has risen to 50. This compares to 52 at the same stage last year. There are circa 20 new apprentices planned to start in Q3. It is hoped that the implementation of the 'Apprenticeships First' agenda will positively impact on numbers of new apprenticeship starts as plans are implemented to advertise all job vacancies up to and including Grade 6 as apprenticeships (where a suitable apprenticeship qualification is available). All management vacancies with apprenticeship opportunities will also be advertised. This will take time to embed as this requires a cultural shift towards a 'grow our own' apprenticeship approach.
 - ii. **'Staff induction completion rates'**. The figure for this KPI was 79% last quarter, and it has risen to 84% in Q2, but this is still below the indicator level of 91%. As mentioned last quarter, there was an unexpected change to a new learning and development IT system towards the end of the last financial year. Work has been undertaken to cleanse and update the legacy data. All new inductions have now started after the new system was implemented so confidence in the data is considerably higher than for the two previous quarters. Children, Young People and Learning (CYPL) is above the 91% indicator level with a completion rate of 93%. Other areas are below the indicator level with Adults and Health at 86%; Place Services at 72%; Fire and Rescue Services (FRS) at 57%; and Directorates providing corporate services at 88%. It is important to highlight that some areas have a significantly lower number of people in the induction process and a relatively small number of employees not completing their induction can have a big impact on the percentage completion rate. For example, the 57% completion rate for FRS related to 7 employees in the induction process whereas there were 44 induction employees in Adults and Health.
 - iii. The **'Rolling 12-month average number of calendar days lost due to sickness absence per FTE'**. The Q2 figure is 16.2 calendar days per FTE

which is 0.3 calendar days higher than last quarter. Further details on sickness absence, including a breakdown of sickness by Directorate, are provided later in this narrative.

4. The '**Employee declaration rate for diversity data**' figure has risen again this quarter to 53.2% from 52.7% in Q1. Although the KPI is just under eight percentage points below the new end of year indicator level, the KPI is rated as 'Green' due to the progress and upward trajectory over several previous quarters and improvement is expected to continue throughout the year.
5. This KPI combines four Protected Characteristics: Disability; Ethnicity; Sexual Orientation; and Religion/Belief. The KPI shows the percentage of the workforce who have provided their data across all four of these Protected Characteristics. A low declaration rate in one of these characteristics pulls down the combined declaration percentage. The declaration rate for the four individual Protected Characteristics is: 75% for Ethnic Origin; 64% for Disability; 62% for Sexual Orientation; and 55% for Religion/Belief (last quarter 75%, 63%, 62% and 54% respectively).
6. Five of the KPIs are related to **The Pulse Survey**. Since Q1 2022/23, the figures reported have related to the May 2022 survey; however, a new Pulse Survey was undertaken in September 2023 and the results of which are included within the latest KPI data reported. Detailed results will be shared with Directorates during Q3. As reported above, two of the Pulse Survey KPIs have changed from 'Green' to 'Amber' following the release of the latest results.
7. Of the other three Pulse Survey KPIs, whilst they all remain 'Green', there have been changes to the results compared to the previous survey. One KPI, "I have good opportunities to develop my skills and knowledge in line with my role and my aspirations", has an increased percentage positive response, rising from 71% to 75% (indicator 73%). One KPI, "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to continuously improve" has remained the same at 81% (indicator 80%). One KPI, "I am treated with dignity and respect by my work colleagues" has fallen from 91% to 90% (indicator 88%).
8. The results of the Pulse Survey will be shared with Senior Leadership teams and HR and Organisational Development staff will work with Directorates and Services to assess the impact of the results in their area, identifying any actions to address concerns or issues which have emerged and learning from, and celebrating successes.
9. **Employee Headcount** has increased from 6,137 in Q1 to 6,239, a rise of 102. This is the result of continued successful recruitment to vacant positions. Over the last nine months, the number of vacant positions has decreased, with the starter's headcount consistently higher than leavers for each month. This has resulted in a further reduction in agency spend for the second quarter in a row. A breakdown of Employed Headcount figures for Directorates, plus the main Services in the two biggest directorates (Adults and Health and Children, Young People and Learning) is provided in Table 1:

Table 1 – Employee Headcount by Directorate

Organisation Level	Employee Headcount	
	Q2 2023/24	Q1 2023/24
West Sussex County Council	6,239	6,137
Adult Services & Health	1,223	1,189
↳ Adult Services	1,222	1,138
Children, Young People & Learning	2,128	1,947
↳ Children & Family Services	1,388	1,376
Chief Executive's Office	26	26
Finance & Support Services	285	502
Fire & Rescue Service	637	639
HR & Organisational Development	188	175
Law & Assurance	164	154
Place Services	1,592	1,510

10. The significant change in the employee headcount for Finance and Support Services is due to 223 employees within Business Services being devolved to other Directorates. The Directorates receiving the highest number of staff are Children, Young People and Learning (144); Place Services (41); and Adults and Health (29).
11. Total **sickness absence** has increased from 19,738 calendar days in Q1 to 22,329, an increase of 2,591 calendar days. The increase has been in both short and long-term sickness absence. Short-term sickness absence (less than 21 days absence) has increased from 5,164 to 5,968 calendar days (+804) and long-term sickness has increased from 14,574 to 16,361 calendar days (+1,787). In comparison with the same quarter in 2022, the number of calendar days absence due to sickness is higher this year by 2,591 (19,738 in Q2 2022; 22,329 this quarter).
12. The top reason for short-term sickness absence was 'Anxiety, Stress, Depression, Mental Health' which is a change from Q1 where it was 'Respiratory, Cough, Cold, Flu'. For long-term sickness absence the top reason for sickness remains the same as last quarter 'Anxiety, Stress, Depression, Mental Health.'
13. Table 2 provides a breakdown of sickness absence for Directorates, plus the main Services in our two biggest Directorates. The KPI reported in Table 2 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 2 - 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	
	Q2 2023/24	Q1 2023/24
West Sussex County Council	16.2	15.9
Adult Services & Health	21.6	22.2
↳ Adult Services	21.7	22.2
Children, Young People & Learning	15.0	15.3
↳ Children & Family Services	17.9	18.2
Chief Executive's Office	7.0	5.5
Finance & Support Services	10.3	11.1
Fire & Rescue Service	16.6	13.1
HR & Organisational Development	5.7	5.8
Law & Assurance	8.2	7.3
Place Services	17.4	17.3

14. Table 3 shows a further breakdown of the sickness absence figures, along with the reason for sickness for Adult Services and Children and Family Services:

Table 3 – Q2 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	21.65	Anxiety, Stress, Depression, Mental Health	6.63	Musculoskeletal, Fractures, Injury, Surgery	4.91
Adults Commissioning**	30.84	Anxiety, Stress, Depression, Mental Health	9.32	Musculoskeletal, Fractures, Injury, Surgery	8.45
Adults Safeguarding	23.45	Anxiety, Stress, Depression, Mental Health	7.5	Musculoskeletal, Fractures, Injury, Surgery	5.82
Area Operations	18.15	Anxiety, Stress, Depression, Mental Health	5.63	Musculoskeletal, Fractures, Injury, Surgery	3.47
Children & Family Services	17.85	Anxiety, Stress, Depression, Mental Health	6.42	Musculoskeletal, Fractures, Injury, Surgery	3.48
Children Social Care	15.02	Anxiety, Stress, Depression, Mental Health	5.93	Musculoskeletal, Fractures, Injury, Surgery	3.27
Children Social Care - Placements	22.86	Anxiety, Stress, Depression, Mental Health	7.35	Musculoskeletal, Fractures, Injury, Surgery	4.13

Footnotes:

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

** This organisational unit was 'Commissioning – People Services' until March 2023 when it changed to 'Adults Commissioning'.

15. At the previous Performance and Finance Scrutiny Committee, Members were updated on the proposal to undertake a focused piece of work on sickness absence. Work has therefore commenced on the development of an action plan to increase attendance and reduce the impact of ill health and absence on service delivery. The approach will be to develop a programme of work through a Task and Finish Group (TFG) to be led by the Director of HR and Organisational Development.
16. Levels of absence arise from persistent short and long-term absence which may be driven by personal circumstances, underlying health conditions, and underlying work variables. It will therefore be important to ensure input from Leaders and Managers, and from employees and trade unions, as well as work with suppliers providing the Employee Assistance Programme and Occupational Health Services. Furthermore, in the current context of recruitment and retention challenges, our approach must be appropriately target focussed, while balancing the need to ensure that the organisation remains a place that people want to work for.
17. The TFG will consider individual matters and reactive actions as well as the potential for preventative measures. The approach will need to understand causes of absence, develop management capabilities, consider the work environment and work-related reasons for absence, workplace health promotion, and the provision of support for those coping with health conditions. The approach is expected to incorporate:
- i. Council wide initiatives.
 - ii. Directorate and Service specific action planning.
 - iii. Exploration of options for addressing thematic causes of absence.

Options for the programme of work are expected by the end of November 2023.

18. The Director of HR and Organisational Development presented the **Recruitment and Retention report** to the Performance and Finance Scrutiny Committee in January 2023. This quarter, progress has been achieved in the following areas identified as action in the report:
- a. *International recruitment of social workers*: Children, Young People and Learning has welcomed 37 social workers as part of our overseas recruitment project and are working to bring in the remaining 13 as soon as their Social Work England registrations are finalised. This has helped bring the uncovered vacancy gap down in CYPL to 0.5FTE (0.1%). In Adult's Services, seven international Occupational Therapists, are in post, with the last one due to join in the coming weeks. Additionally, two international Social Workers have joined our Adults Services Teams with a further 19 due to join in the coming months.
 - b. *Increasing capacity and skills in the Recruitment Team*: The external specialist project team, commissioned to provide additional short-term capacity working alongside the current resourcing team and which prioritised recruitment to the most challenging vacancies in Children's and Adults Services, has now ended. The work has successfully been

transitioned to the newly expanded recruitment team. The project team delivered on the business case to bring them in.

- c. *Engaging with candidates in a different way:* The Recruitment Team continue to attend events and try new ways of attracting candidates. This includes signing up for STEM returners, an organisation which works to reconnect STEM returners with forward thinking STEM organisations, through creating paid short-term employment, allowing STEM professionals to return to work after a career break.
- d. *Optimising the use of apprenticeships and career pathways to support staff to develop their skills:* The Task and Finish Group on careers and skills, has made four main recommendations:
 - i. Maximise the Apprenticeship Levy by adopting an apprenticeship first approach, encouraging managers to recruit more apprentices externally.
 - ii. Raise awareness and interest in WSCC as an employer of choice and enhance promotion of opportunity.
 - iii. Attract more young people including care leavers.
 - iv. Develop a longer-term approach to recruitment and retention through strategic workforce planning.

A working party has been brought together to help develop the action plan to underpin these recommendations.

- e. *Development of leadership capability and embedding consistent people management and development:* The management development pathways are currently being rebuilt on the new Learning and Development Gateway and will be shortly relaunched under the banner 'Leadership Academy.' The Leadership Academy will bring together programmes for front line managers, operational/departmental managers, and senior leaders. In addition, a new programme is being developed for those looking to take their first step into a leadership role.
- f. *Ensuring staff health and wellbeing:* Since the Wellbeing Hub launched in October 2022, there have been 4,065 visits to the homepage. The most viewed area of the Wellbeing Hub is the 'Emotional and Mental Health' section (794 visits). The top three visited pages are: Stress (231 visits); Menopause (208); and Anxiety (155).

**Key decision: No
Unrestricted**

Report to Cabinet

28 November 2023

West Sussex Youth Cabinet Update

Report by the West Sussex Youth Cabinet

Electoral division(s): n/a

Summary

The West Sussex Youth Cabinet has been invited to attend the Cabinet meeting on 28 November 2023 to provide an update on its activities and future plans. This paper has been provided by the Youth Cabinet to give some background information on its work and developments within its current manifesto.

Recommendation

Cabinet is invited to receive the update and the Youth Cabinet's comments, and is asked to consider and advise on the benefits to the Council and its residents of the work of the Youth Cabinet and where it can offer counsel and support.

1. Background and Context

- 1.1 The Youth Cabinet and UK Youth Parliament for West Sussex is an organisation made up of 48 young people, between the ages of 11 and 18, who are elected every 2 years to represent the views of young people in West Sussex through various campaigns. The last Youth Cabinet and Youth Parliament elections took place in March 2022.
- 1.2 Following each election, the Youth Cabinet sets 'Our Manifesto' which outlines the key campaigns that we will focus on over the two year term. Through our campaigns, we aim to empower all children and young people across the West Sussex area. We do this by using their voices in an effective and compassionate way to make positive change to our community. Make Your Mark, a ballot open to all young people in the UK, helps us establish focus points for campaigns - with 434,492 young people voting across the country in 2022 with 11,212 young people voting in West Sussex. Other focus areas are agreed upon by the Youth Cabinet, and what we feel is relevant to the young people of West Sussex, and the UK.

2. Our Current Campaigns from Our Manifesto

Youth Safety

- 2.1 A campaign combining Knife Crime, Homelessness and Domestic Violence. The aim of the campaign is to ensure that young people are being heard in regards

to their safety, they are wholly informed on measures to keep themselves safe and feel overall just safer.

- 2.2 A survey of young people was carried out to inform us about what young people wanted us to focus on specifically for this campaign. Helping young people to feel safe was a key theme identified and was our chosen discussion topic at the recent Engagement session with County Councillors that took place on 16 October. Particular themes that were explored included feeling safe in communities, building relationships with the police and violence against women. We were able to discuss these issues with officers from Community Safety and the Police and share the outcomes of our survey to help inform future work.
- 2.3 The Youth Cabinet have also worked with the police, attending Independent Advisory Group (IAG) meetings and to give the input of young people
- 2.4 The campaign uses social media to post information on where young people can get the help that they need and raise awareness at key points during the year, such as during anti-bullying week. We are also exploring creating podcasts on digital safety.

Racial Inequality

- 2.5 The goal of this campaign is to bring awareness to the issues of racism faced by individuals who live in the West Sussex area as well as showcasing where support can be found as well as comfort and understanding for those who experience it.
- 2.6 The Youth Cabinet is continuing to develop the Racial Ambassador scheme which has successfully been established in schools. This scheme is where young people in various schools champion equality in relation to race, religion, culture and ethnicity. Opening room for conversations within schools and young people actively being involved with creating schooling spaces that are accepting of all. The project initially began in 6 schools and is now being rolled out to further schools across West Sussex.
- 2.7 As part of this campaign, the Youth Cabinet wrote a piece for the West Sussex Ethnic Minority and Travellers Achievement Service (EMTAS) magazine and hosted meetings on various issues including representation in the media and Stop Hate UK.
- 2.8 As part of the Campaign, the Youth Cabinet plan to host an in person event in 2024 which will include a panel of speakers and presentations on this topic.

Environment

- 2.9 In this campaign the main aim is to raise awareness about environmental issues that affect our planet to encourage people towards sustainable green solutions. This campaign is one of the Make Your Mark topics and also one that the Youth Cabinet has decided to continue from the last term.
- 2.10 The Youth Cabinet continues to work closely with outside organisations including the Marine Conservation Society and Community against Gatwick Noise Emissions (CAGNE) and to raise awareness of climate change and plastic pollution.
- 2.11 The Youth Cabinet continue to post two podcasts a month on social media to educate people on the environment which are on all listening platforms.

Podcasts include topics on fast fashion and beach cleans as well as interviews such as the Cabinet Member for Environment, Cllr Deborah Urquhart, with more episodes planned.

Health and Wellbeing

- 2.12 This campaign was voted the highest in 2022 Make Your Mark. The Youth Cabinet and MYPs recognise the impact that the pandemic has had on young people's mental health.
- 2.13 The aim for this campaign is to educate and reduce the stigma around mental health disorders, introduce sign language into the curriculum, combat period poverty and ensure young people can continue to eat nutritiously during the current cost of living crisis
- 2.14 A survey was carried out with young people to understand the key issues affecting the health and wellbeing of young people. The findings were shared with partners and officers at a workshop to feedback on the issues highlighted by the young people.
- 2.15 The campaign has included some work on online safety and panic attacks with plans to focus on period poverty and nutrition in the near future.

3. What Else?

- 3.1 **Trip to Parliament:** The Members of the Youth Parliament visited the Houses of Parliament in November 2022 to take part in a debate.
- 3.2 **Campaign Days:** The Youth Cabinet held two campaign days in February and August **2023** which focused on pushing campaigns forward through creating detailed plans and focus areas for our campaigns.

4. What Next?

- 4.1 As a Youth Cabinet, we continue to strengthen the working relationship with the County Council. Having the opportunity to input into and provide young people's views on the issues being considered by Scrutiny, including an open invitation to attend the Children and Young People' Services scrutiny committee and regular meetings with the Cabinet Member for Children and Young People have proven beneficial to all the members of the Youth Cabinet. The twice yearly engagement sessions with Councillors and Senior Officers have also enabled the Youth Cabinet to discuss important issues linked to our campaigns with stakeholders and decision makers, and a further event will be arranged for the spring. Recent topics have included the impact of the Cost of Living and Youth Safety and we will continue to focus on these over the coming year as the new Youth Cabinet is elected in March 2024. The Youth Cabinet also welcomes this opportunity to address the Cabinet on its work on an annual basis and will continue expanding and working on their campaigns to meet their end goal of empowering the voices of children and young people in West Sussex, as well as preparing for the good work of this Youth Cabinet to be carried forward by the new Cohort following the elections in 2024.

5. Details

- 5.1 There are no resource, risk, policy or legal implications for the County Council arising from this report by the West Sussex Youth Cabinet but we invite the

Agenda Item 5

Cabinet to consider whether the issues covered are in line with the policies and priorities the Council has set for itself.

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Background papers

None

**Key decision: No
Unrestricted**

Report to Cabinet

28 November 2023

Care Quality Commission Assurance – West Sussex County Council Self-Assessment for the delivery of Adult Social Care

Report by Director of Adults and Health and Assistant Director Improvement and Assurance

Electoral division(s): All

Summary

In preparation for Care Quality Commission (CQC) assurance of adult social care a baseline self-assessment has been prepared against nine quality statements, mapped across the four themes of working with people, providing support, ensuring safety and leadership, using the CQC's draft assurance framework.

Each theme is summarised by three areas to be most proud of or where there is evidence of good practice and three areas that need further improvement. These have been chosen using evidence of Care Act compliance, feedback from stakeholders, staff and people who use our services, including from complaints and the work to deliver the strategic outcomes as set out in the [Adult Social Care Strategy](#).

The two-year adults' improvement programme will address most of the areas identified for improvement. Others will be addressed through business-as-usual activity, as part of the directorate's annual business planning cycle.

Recommendation

Cabinet is asked to note the Self-Assessment for the effectiveness of the delivery of Adult Social Care in West Sussex and that it will receive updates on a regular basis.

Proposal

1 Background and context

- 1.1 The Health and Care Act 2022 provides for the Care Quality Commission (CQC) to undertake a regulatory assurance role of adult social care, assessing local authorities' delivery of their statutory duties. The Act includes a power for the Secretary of State to intervene following CQC assessment, where councils are considered to be failing to meet their duties.

- 1.2 The CQC has a phased approach to introducing assessments, with five pilot assessments at Birmingham City Council, Lincolnshire County Council, North Lincolnshire Council, Nottingham City Council and Suffolk County Council, which began in May 2023. Interim guidance from the CQC has been used for these. Learning from the pilots will be used to update CQC guidance.
- 1.3 The CQC is reviewing data from all local authorities in England, focussing on the quality statements of assessing needs, care provision, integration and continuity. This will be done by reviewing published documents such as Market Position Statements and Joint Strategic Needs Assessments to identify themes and insight on access, commissioning, market shaping, workforce and personalisation. Findings will be published at a national level, potentially in the CQC's annual State of Care report, rather than by individual local authorities.
- 1.4 Assessments were expected to begin in September 2023 but will now be later in the year, with twenty local authorities assessed in each tranche. It is expected that initial assessments for all local authorities will be completed within two years and the CQC will then confirm its approach to ongoing assessments.

Draft assurance framework

- 1.5 A draft assessment framework was published in March 2023 that comprises nine quality statements of commitments local authorities must make, expressed as 'we' statements, showing what is needed to deliver high-quality, person-centred care. These are mapped across four themes.
- 1.6 It is expected that the CQC will use evidence from people's experience, feedback from staff, service leaders and partners covering processes and outcomes. Each local authority will identify a small number of people who are receiving care and support through the local authority to enable the CQC to look at their care records, which they refer to as 'case tracking'. CQC inspectors will speak to those individuals and those who support them, such as family members, as well as staff or any other professionals involved in the person's care. This will provide evidence to understand whether the care and support provided through the local authority is good or if it needs to improve.

Publication of findings and rating

- 1.7 Assessment reports will be published on the CQC website and will include a short summary of the key features of the local authority; the most up-to-date findings against the themes and for each quality statement; a focus on people's experience of care including what people have said about their experience and how it was used in the assessment; areas that need to improve, areas of strength and good practice and whether the local authority is moving in the right direction. Local authorities will be able to check factual accuracy and completeness of evidence in the draft report, in a short period between the assessment and publication of the final report on the CQC website.

- 1.8 Ratings will be published when the CQC believe they have gathered enough evidence to make a judgement and will be in the form of an overall rating and score for each quality statement, the precise methodology has yet to be published. It is expected to indicate where a local authority sits within a rating, and whether it is nearer the upper or lower threshold. Ratings categories are draft at this stage but are expected to be as follows:

- 4 = exceptional standard
- 3 = good standard
- 2 = some shortfalls
- 1 = significant shortfalls

2 West Sussex County Council Self-Assessment

- 2.1 The self-assessment report (Appendix A) has been developed using the ADASS 'Getting Ready for Assurance: A guide to support the development of your adult social care assessment'. It provides an objective and honest self-assessment of the Council's strengths and areas to improve, driving the focus of improvement planning. The report is a baselining exercise, which will be updated on a three-monthly basis as improvements are delivered and whilst the County Council awaits its assurance visit from the CQC.
- 2.2 The self-assessment report uses the four themes from the CQC's draft assurance framework, attached as Appendix B. Each theme has been summarised by three areas that the service is most proud of or where there is evidence of good practice and three areas for further improvement. These have been chosen by using evidence from analysis of the Council's Care Act compliance, feedback from stakeholders, staff and people who use our services, including from complaints and work to deliver the strategic outcomes as set out in the Adult Social Care Strategy.
- 2.3 The following paragraphs summarise this work.

Theme 1 - Working with people

- 2.4 ***What we are most proud of*** - The **mental health service** offer is an area to be proud of, evidenced by the increase in Care Act assessments being carried out, which have been underpinned by robust mental health social work practice. The operation of the **Prevention Assessment Teams** ensures people who might not be eligible for adult social care have access to multi-disciplinary, community centred support, advice and guidance at an early stage in their journey. The continued development of **extra care** models across the council has delivered outcome focused services, with people at the heart of care planning and delivery, integral to a strength-based approach to practice.
- 2.5 ***Areas for improvement for 2023/25*** – The further development of our **strengths-based approach to practice**, the benefits of which are evidenced within the self-assessment and ensuring this is replicated across the service is part of the service's work programme. A focus on **managing demand for assessments** (including those awaiting assessment in hospital), reviews and deprivation of liberty safeguarding requests, including financial assessments and further work on improving **hospital discharge**

processes, are also essential to address the national increasing demand for adult social care.

Theme 2 - Providing support

- 2.6 **What we are most proud of** - The Council's approach to provider fees and annual uplifts over the last two years has supported adult social care provider services, as has the ongoing work with providers to examine the current mix of services and explore opportunities to develop existing services or create new ones. This gives evidence of a **focus on quality provision and sustainability of the care market**. There is also evidence of close **partnership arrangements with key stakeholders** and support to the provider workforce, through the **Great Care Employer Scheme**, which has been recognised as good practice by both Skills for Care and NHS England.
- 2.7 **Areas for improvement for 2023/25** - The improvement programme will deliver **commissioning strategies and market position statements**, informed by a self-assessment against Care Act Chapter 4 – Market Shaping and Commissioning - with 41% of 'must dos', either partly or not met. This will support more modern, cost-effective commissioning. One objective is ensuring commissioning standards are applied regularly across all activities to ensure examples of current good practice are delivered. The self-assessment identifies the need to embed **outcome-based commissioning**, through co-production so that all contracts for services have stated requirements around person-centred approaches. The service is not confident all services are delivered in this way and wants to better understand how inclusion and diversity priorities are reflected in service design and delivery, in particular removing barriers to service access and that **commissioned services address inequalities** through pro-active approaches.

Theme 3 - Ensuring safety

- 2.8 **What we our most proud of** - The service is proud of the work of the **West Sussex Safeguarding Adults Board (WSSAB)** and the benefits in learning evidenced by Safeguarding Adult Reviews (SARs). **Pan Sussex threshold guidance that provides a consistent approach to Section 42 decision making used by the Safeguarding Adults Hub**, has been welcomed by partners. The council can also evidence effective **partnership working** in response to provider issues and service failure, with six provider failures, impacting on thirty people in the first six months of 2023. The self-assessment of compliance against Care Act Chapter 5 – Provider Failure – also supports this view.
- 2.9 **Areas for improvement for 2023/25** - It has been recognised that there are several referrals being made into the safeguarding pathway that relate to quality concerns of some commissioned services and therefore, **the quality pathway** for commissioned services needs to be refreshed. The improvement programme already has a project underway to address the improvements required for those transitioning from children's to adults' services, having been identified through the self-assessment of compliance against Care Act Chapter 16 – **Transitions to Adult Care and Support**. - The response rate to questionnaires issued to gather **feedback on the safeguarding process** is low and improvement is required to ensure the

voices of people with experience of the safeguarding process are captured to inform practice.

Theme 4 - Leadership

- 2.10 **What we are most proud of** - The publication of the Adult Social Care Strategy evidences the strategic direction of the service, with a **clear improvement programme** that has been supported by political and executive leaders. **Internal governance structures, roles and responsibilities** are clear and well established at a senior level across the directorate. The **quality framework and collaborative audits** of case files evidence a culture of performance and continuous improvement, celebrating success and, where required, taking action to improve.
- 2.11 **Areas for improvement for 2023/25** – Further development and embedding of **performance and financial management** frameworks at all levels is required. Work has begun to improve financial authorisation processes to make them more robust and transparent, improving oversight and ability to forecast budget trends. There is a need to evidence the use of high-level outcomes, inequalities and insights data. The **availability and use of data** has improved in recent years, but more is needed to understand current and future demand, inequalities and gaps in supply and wider demographic and societal changes to help improve outcomes for residents. The Adult Social Care Outcomes Framework (ASCOF) data expected at the end of 2023 will help to inform this learning and further focus improvement programme workstreams. The service is proud of its workforce and, although it has a considerable range of **learning and development opportunities** on offer to staff, an overarching adult social care workforce strategy with ambitions for the County Council's social care workforce has been drafted with an underpinning action plan.

3 Other options considered (and reasons for not proposing)

- 3.1 The completion of a self-assessment is recommended and an expectation by the CQC as it forms part of the evidence gathering that they will undertake prior to inspection. Choosing not to complete and maintain a self-assessment is not favoured as it is an important part of preparation for CQC assurance.

4 Consultation, engagement and advice

- 4.1 The baseline self-assessment report has been shared with all adult social care staff for comment and feedback, alongside themed staff drop-in sessions which took place in October, in addition to quarterly staff Q&A sessions. In June this year all staff in the service were invited to share their views on the council's performance in relation to the CQC quality statements, in preparing the self-assessment. In total, 219 staff responded and some of the key findings from the survey are included throughout the document.
- 4.2 The Health and Adult Social Care Scrutiny Committee (HASC) considered the self-assessment at its meeting on 15 September 2023 and its comments and feedback have been incorporated into the latest version for consideration by the Cabinet.

- 4.3 As part of the wider adult services improvement programme, a full communications plan around the CQC self-assessment is being developed to ensure regular engagement with staff, members, people who use our services and partners. In addition, a focussed logistics and communications action plan is also in development, to be adopted when the authority is notified of its formal assurance visit by CQC.
- 4.4 The self-assessment report will be reviewed every three months and updated whilst the County Council awaits its assurance visit.

5 Finance

- 5.1 The Council's net budget for adult social care in 2023/24 is approximately £242m, which has risen by 24% over the last five years. Around 95% of this relates to the cost of funding the social care needs of approximately 8,500 residents who meet the national eligibility criteria. The Council has committed £8m of additional funding to deliver a programme of improvement over the next two years, as highlighted within the self-assessment report and this will build on the significant work to date. There are no financial implications relating to the self-assessment document itself.

6 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
Not having capacity to address areas identified for improvement	Areas for improvement are part of the adult social care improvement programme which has support of a delivery partner and are governed through an internal Portfolio Board for Improvement and Assurance

7 Policy alignment and compliance

- 7.1 The self-assessment is supported by the Adult Social Care Strategy which sets out five priorities to guide the future development of adult social care services within the context of the Council Plan.

8 Our Council Plan

- 8.1 Developed from the County Council's reset plan in 2020/21, 'Our Council Plan 2021-2025' sets out the council's priorities over the next four years and the outcomes to achieve for people who live and work in West Sussex. The focus is on four priorities, which are:

- 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

9 Legal implications

- 9.1 There are no legal implications.

10 Equality duty and human rights assessment

- 10.1 The service is on a journey to move from an Equality Act compliance focus to one which embodies inclusion and truly person-centred services and support. Any key decisions taken include an assessment of any equality implications of proposals and how, if necessary, these will be mitigated for people with protected characteristics. The long-standing Adults' Services Customer and Carer Group, the Minorities Health and Social Care Group and the Learning Disability and Autism Partnership Boards meet regularly and serve as critical friends to the service.

11 Public Health

- 11.1 Adult Services works in close partnership with Public Health and the voluntary and community sector and other partner agencies to increase the range of options open to people to support their wellbeing, as well as reaching people earlier before they require adult social care services.

Alan Sinclair
Director of Adults and Health (DASS)

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Appendices

Appendix A – Adult Services Self-Assessment

Background papers

None

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Adult Services Care Quality Commission Self-Assessment Report

November 2023

This self-assessment will be
updated quarterly





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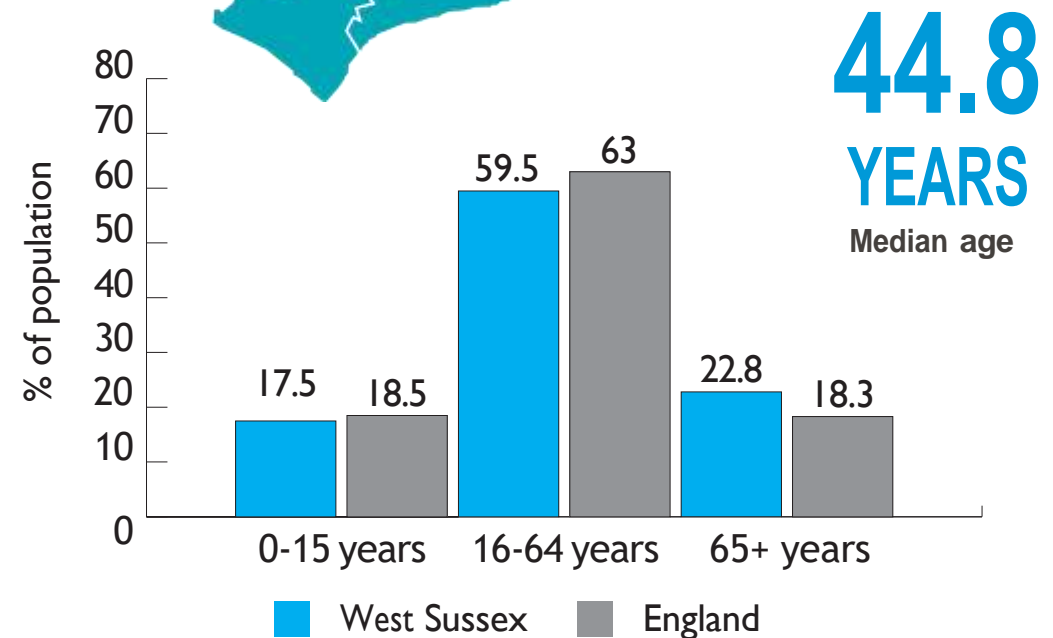
Section A: Overview and Summary

About us - the county of West Sussex

West Sussex is a county of 769 square miles in the Southeast of England, bordered by Hampshire, Surrey, Brighton & Hove, and East Sussex. The county has a two-tier system of government, comprising West Sussex County Council (the council) and five district and two borough councils, these are respectively, Adur, Arun, Chichester, Horsham, Mid Sussex, and Crawley and Worthing. It has a high concentration of coastal communities, as well as an extensive rural area, with over half of the land area being designated as protected countryside, including a large swath of the South Downs National Park, which cuts across the county.

The county has a significant London commuter population, located in Mid Sussex and Horsham. As well as its large rural and coastal presence, the location of Gatwick International Airport within the county boundaries is a noticeable draw for people looking to reside and/or work in West Sussex.

The county's population is approximately 882,700 and has increased by 9.4% over the last 10 years. This is broadly in line with increases seen at a national and regional level, with the largest increase of over 20.8%, in the 65+ age group. The population in West Sussex is projected to increase by a further 8% from 2018 to 2028 with larger increases projected in the 65+ age group (23%) and notably in the 85+ age group (28%).



882,700

Density of people per km²



9.4%

Overall



7.48%

Under 15 years



6%

16-64 years



20.8%

65 years or over

8,515

Births (2021 ONS)

Fertility rate of 1.65



9,954

Deaths (2021 ONS)

of which 2,585 deaths of people aged under 75



375,000

Households with at least one resident in West Sussex



14,800

People live in communal establishments



- **111,300** people live alone, including **57,400** people aged 66 years or over,
- **20,500** lone parent households with dependent children

Overall, people enjoy a good quality of life and have a longer life expectancy when compared with England; life expectancy for men is 80.8 years and 84.2 years for women (2016-18). However, this masks considerable inequality and differences between geographical areas and population groups. Some neighbourhoods in Arun and Crawley rank amongst the poorest 10% in England, and there are considerable differences between the life expectancy of the overall population and people with mental health needs and those with disabilities, including learning disabilities.

Source: [West Sussex Joint Strategic Needs Assessment](#)

West Sussex has an adult population of 699,330. The council's Adults' Services supports 1.2% of the adult population, of which the majority (59%) are older people. This number is forecast to increase by over five hundred in the next five years. Around 60 per cent of people needing care in a care home are able to fund the costs of their care themselves from savings, investments, benefits, pension and other income, these are known as self-funders.

Our Corporate Plan

Developed from the County Council's reset plan in 2020/21, ['Our Council Plan 2021-2025'](#) sets out the council's priorities over the next four years and the outcomes we want to achieve for people who live and work in West Sussex. Our focus is on four priorities, which are:

- 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

These priorities are underpinned by a cross-cutting theme of tackling climate change.

Overview of Adult Social Care key activity

£242m

The net budget for Adult Social Care in 2023/24

The County Council's total net expenditure budget for 2023/24 is **£709m**

30,000

Carers registered for support in conjunction with Carers Support West Sussex

8,200

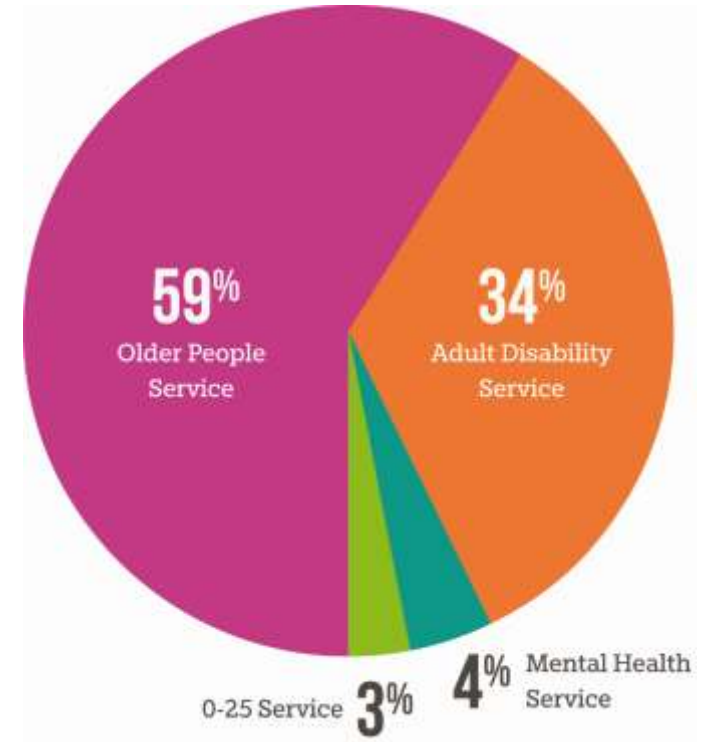
Adults receiving a service* monthly

*Residential (Residential & Nursing) and Non-Residential (Council Managed Budget, Direct Payments and 'Other')

10,845

People being supported with long term services.

Support offered by Service



Our Local Account

Our Local Account is published on an annual basis and reports on the performance of our adult social care services. This provides information on our successes, challenges, areas where improvements are underway and how well we have been performing against local and national priorities. The report includes an annual contribution from the Customer and Carer Group and the Chair of our Minorities Health and Social Care Group.

Our Budget and Performance

Our budget for adult social care in 2023/24 is approximately £242m, which has risen by 24% over the last five years. Around 95% of this relates to the cost of funding the social care needs of approximately 8,500 residents who meet the national eligibility criteria in the Care Act. The Council has also committed £8m of additional funding to deliver a programme of improvement within the adult social care directorate over the next two years, which will build on the significant work to date.

Adult Services performance is monitored through the council's quarterly Performance and Resources Report, which is considered by County Council Scrutiny Committee's and final oversight by the Cabinet. There are 9 corporate Key Performance Indicators (KPIs) for Adults Services which help us to analyse and assess our performance in specific areas. Some of these measures are taken from the Adult Social Care Outcomes Framework (ASCOF). At the end of this year, the measures from the ASCOF 2022/23 will be available which will enable us to better reflect our performance, identify where our gaps are and continue to focus our improvement.

‘The life you want to lead’ - Our Adult Social Care Strategy 2022-25

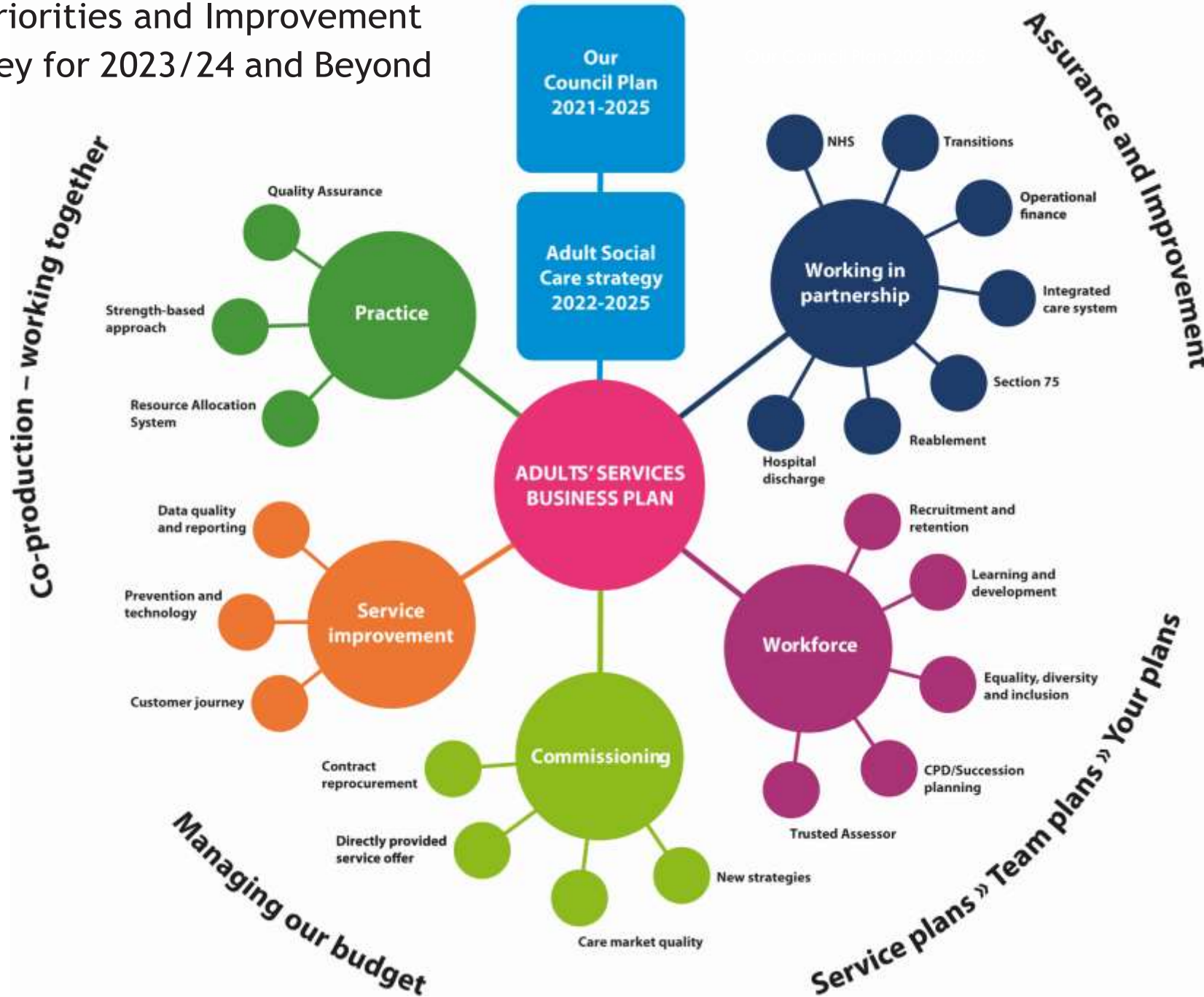
In 2021 we co-designed our 3-year Adult Social Care Strategy with customers, family and friend carers, Council staff and partners including the Voluntary and Community Sector (VCSE). Through a series of focus groups, 1:1 interviews, workshops and a survey; plus oversight from a ‘Sounding Board’ made up of local partners; over a thousand people were part of the process to build a strategy that reflects their voice and what they want adult social to look and feel like to them.

The strategy sets out five priorities:



The priorities set out in the strategy drive the way we deliver services in West Sussex and are the guiding principles and areas for action behind our improvement journey.

Our Priorities and Improvement Journey for 2023/24 and Beyond



Our ambition is to be a well performing council with adult social care services that are person-centred and meet the needs of our population. However, we recognise we are still on a journey of improvement and have been making strong progress over the past two years. In 2021/22, we put in place the foundation for a successful adult social care service:

- **Adult Social Care Strategy 2022-25** - co-designed with local people and partners and focused on the priorities of adult social care customers and carers
- **Programme Management Office (PMO)** - new PMO established to design and deliver the improvement programme
- **Governance** - new governance established to shape and provide oversight of financial savings and wider improvement work
- **Partnerships** - new VCSE Collaboration Board established to oversee the delivery of the new adult social care strategy in partnership with the VCSE
- **Our population** - population needs analysis undertaken to better understand current and future demand for adult social care services
- **Service-specific reviews** - a review of the commissioning functions for all people services undertaken (adult social care, children's social care, public health and communities) to shape the service required in the future

In 2022/23, we built on these foundations to begin delivering changes the way we structure and deliver our services, to reflect what people us in our Adult Social Care Strategy:

- **Adult social care market** - developed a new Market Sustainability Plan for the older people care market
- **Commissioning** - following the review of commissioning we have:
 - Structure - restructured the adult services commissioning team, including new Leadership and reprofiled roles for staff
 - Joint commissioning - reviewed our Section 75 agreement and contracts with the NHS to identify where services could be delivered better; and reviewed current intermediate care pathways to support care in the community and out of hospital
 - Collaboration - established a new commissioning forum across 'people services' to work together on commissioning projects and support business infrastructure. This includes a new workforce development programme for over 100 members of staff, launching in 2023/24
 - **Operational services** - delivered a new protocol and pathway for young people to transition from children's services to adult services
- **Business infrastructure** - undertaken an extensive mapping exercise to look at 'as-is' pathways for customers on their journey through our services, to identify where further improvements need to be made
-

We have chosen the areas we are most proud of across the themes below as a result of analysis of our Care Act 2014 compliance or those areas where we have made good progress over the past two years. Our areas of development have been chosen from a combination of analysis undertaken above, feedback from staff, feedback from complaints or because the work is key to delivering our Adult Social Care Strategy.

Staff views

As part of our self-assessment process, in June this year we invited all staff in the service to share their views on how we are performing in relation to the CQC quality statements. In total, 219 staff responded and some of the findings from the survey are included throughout our self-assessment.

We have experienced a high turnover of senior leadership over the last five years. As a result, the focus has been to stabilise, which we have now done through the appointment of an experienced permanent Director and the creation of new Assistant Director roles. Structures have also been realigned to ensure we have clear lines of accountability and that officers across the directorate sit within the relevant specialist area.

Further to this, the development of the strategy has given us valuable insight on customer experience, what is important for them and what they want from their care going forward, which has enabled us to develop our annual Adults and Health Business Plan, to set out how we will deliver the priorities in our strategy and achieve the outcomes in Our Council Plan.

Our business plan sets out our key activities, including those as part of our improvement programme, as illustrated in the diagram above. The improvement programme is being overseen by a newly created Assistant Director of Improvement & Assurance and this oversight will ensure that we remain on track and keep the pace needed on our improvement journey.

Overarching activities including co-production; assurance and improvement; managing our budget; and equality, diversity, and inclusion form part of all these activities, which are grouped as follows:

Practice

We continue to embed a strength-based approach to practice through a broad range of development initiatives supported by the implementation of a Resource Allocation System (RAS) and carrying out our duties under the Care Act 2014. Dedicated review teams will continue to ensure that our strategic objectives are being fulfilled.

New protocols for the transition pathway have been jointly developed in conjunction with colleagues in Education and Children's Social Care and work is underway to embed these new ways of working into operational practice.

Service Improvement

Having the time to understand and map our current services and customer journey has been crucial and has identified areas for improvement. Business analysis completed to date and the voices of local people who developed the adult social care strategy, will inform our approach to co-designing care pathways with customers, carers and staff, utilising the co-production toolkit we have previously developed which has been adopted as best practice.

Commissioning

As a core enabler to excellent adult social care services, we have revised our commissioning team structure, which continues to be embedded, including staff skills development. Work will focus on the development of new commissioning strategies and more modern, cost-effective models of commissioning such as individual service funds, as well as building on the Market Sustainability Plan and continuing to shape, manage, and support the care market. Existing S75 agreements continue to be reviewed in partnership with our health colleagues, to ensure the arrangements will deliver the best outcomes for our customers.

Workforce

Our workforce plan will evolve to meet the challenges we face. We work with our partners to develop innovative plans for attracting, developing, and retaining the skills and talent we need. Our plan outlines our approach to ensuring our workforce best supports the delivery of our adult social care strategy. Through embedding a strengths-based approach we create a supportive and trusting working environment that empowers our workforce to meet expectations and deliver services in the way our customers need.

We are investing in a programme to develop our leaders and in particular our wider commissioning workforce. In addition, we are also supporting our provider market in the development of a joint care workforce strategy.

Working in Partnership (Health)

The West Sussex Health and Care Partnership brings together key local health and care partner organisations including NHS Trusts, Primary Care, and Public Health to work collaboratively at 'Place' to deliver the objectives of the [Joint Health and Wellbeing Strategy](#), the Adult Social Care Strategy, and the [Sussex-wide Integrated Care Strategy, Improving Lives Together](#), through a place-based focus on the Shared Delivery Plan.

This supports the delivery of our locally agreed plans and programmes of transformation for the recovery, stabilisation and future sustainability of our health and care system. We work together as a system to ensure a focus on population health and prevention, and deliver high quality, joined-up care, and improved health outcomes, through integrated operational models such as Local Community Networks that enable this for the population in West Sussex. The four priority areas for the Integrated Care System (ICS) delivery plan are:



Overarching Activities

Co-production and Working in Partnership

We are committed to realising the service's vision for co-production and involvement through a staff survey it was fed back the service should focus more on involving people with lived experience and be more proactive and inclusive in engaging these groups, understanding their experiences, and working with them to improve services.

Therefore, underpinning our improvement programme and part of our governance is a new Design Panel, made up of customers, carers, staff and other stakeholders. The Design Panel has been part of developing principles for our improvement journey over the next two years and will be involved in the changes we make to services. This will be one of the cornerstones of the programme of improvement, as we will be involving people before we make changes.

The VCSE Collaboration Board, Chaired by a member of the VCSE, has been in place since 2022 and is attended by the Director of Adult Services and other senior staff. The board has supported the establishment of a new co-production Practitioner Group comprising staff and stakeholders, and a senior leader customer and carer engagement forum that will be established later in 2023. These groups have been able to shape improvement projects over the past two years, meaning we have customer and carer voices in the development of improvement work. Also in place is our county-wide stakeholder network, involving VCSE organisations, the NHS, district, borough and parish councils and other partners with whom we engage and exchange information.

Managing our Budget

As set out in Our Council Plan 2021-2025, we will make the best use of our available resources, achieving value for money and delivering cost effective services. When deciding how to deploy our resources, or working with partners to deliver our collective ambitions, we use the priorities expressed in both our council plan and the Adult Social Care Strategy to help guide our decisions, using data and information that is available on our residents' needs to deliver the right things efficiently and effectively.

Equality, Diversity and Inclusion

As a service we ensure that we deliver the County Council's Diversity and Inclusion policy which sets out the Council's commitment to deliver fair and inclusive services for all West Sussex communities. Decisions taken include an assessment of any equality implications of proposals and how, if necessary, these will be mitigated for people with characteristics whose interests are protected by law. Our long-standing Customer and Carer Group, Minorities Health and Social Care Group and Learning Disability and Autism Partnership Boards meet regularly and serve as critical friends to the service.

Spotlight: Co-Production

Adult social care staff and customers held a Directly Provided Services Co-Production event last year in support of people and organisations working together to share influence, skills, and experience to design, deliver and monitor care services and projects.

This event provided an opportunity to showcase and celebrate many of the social care co-production projects during 2022, as well as facilitate networking and future planning, including the newly designed co-[production toolkit](#) for staff to utilise

Information about the event has been shared widely throughout the council, encouraging all staff to utilise the co-production toolkit to help them to think through what co-production would mean for their work. This is a live document which will be amended as we do and learn more.

We continue to work towards embedding a co-production approach across more of our activities, a recent example being the development of a set of design principles for our improvement programme.

In 2022, we codesigned our financial assessment customer information booklets with members of the Customer and Carer Group and our VCSE colleagues. This comprised informal interviews, workshop sessions and meeting discussions.



Theme 1: Working with People

In the overview and summary section above, we have described how our front-line services have been on a major change journey since Covid-19. In this section we include examples which demonstrate that change, either in terms of the at or the how. We have also focused on areas which are key to the next stage in our improvement journey.

What we are most proud of

- The development of our mental health service offer provided by adult social care to deliver a progressive service that is aiming to be a centre of excellence
- Our Prevention Assessment Teams are ensuring people who might otherwise not be eligible for adult social care have access to multi-disciplinary, community centred support, advice and guidance, at an early stage in their journey
- The development of our extra care model to increase choice and control by providing customers with housing that enables independence

Areas for improvement 2023-2025

- Further development of our strengths-based approach to practice, streamlining and embedding customer feedback into the customer journey ensuring a person centred-approach.
- Focus on managing demand for assessments, review, and deprivation of liberty safeguards (DoLS) requests
- Further work on improving our hospital discharge process

Key Activity (2022-23)

23,910

New Requests for support

6190 people aged 18-64

17,720 people aged over 65

1150 received short term care to maximise independence

10,845

Supporting Adults with long term services

44.2%

Users of adult services and their carers that are reviewed and/or assessed in the last 12 months

22.5%

Adults purchasing their service using a direct payment

58%

Adults with a learning disability living in settled accommodation

81.7%

Adults that did not receive long-term support after a period of reablement support

Maximising the effectiveness of people's care and treatment

Assessing Needs

Assessment has been a major focus for us with an increase in demand and complexity, particularly as a result of the Covid-19 pandemic, which has been experienced nationally. Activity has been multi-faceted, but at a high level has been centred around implementing a new workflow and assessment tool and developing our strengths-based practice model, to focus on a person-centred journey rather than a system led one, with a focus on supporting those customers already in receipt of care and support. 71% of staff (73% of frontline staff) agreed that the service maximised the effectiveness of people's care and support by assessing and reviewing their health, care, wellbeing, and communication needs with them. Staff commented on the effect on customers and carers of delays caused by demand pressures and workforce shortages. They also emphasised the impact of this situation on their practice, such as delivering a strength-based approach, and their wellbeing.

Supporting Carers

Carers Support West Sussex holds the carer's register for the council and currently have over 31,279 active carers registered for the service. A recent letter from the Minister of State for Social Care has recognised Carers Support West Sussex as a model of good practice and it is our ambition to continue build on this positive work. The Council's Carers Strategy, places carers and caring at the heart of the Councils strategic ambition. During stakeholder consultations in respect of the strategy the need for better carer training for the workforce was identified as a priority. Since then, a new Young Carer Awareness Course has been produced and is on our Learning and Development Gateway which is available both internally and to outside organisations.

Strengths based practice - ensuring person-centred support for all customers

As part of embedding a strength-based approach to practice, we launched revised guidance, systems, and processes from April 2023. Work has involved a whole service training and development programme from workshops and surgeries to specific sessions as part of induction, **Assessed and Supported Year in employment for newly qualified social workers (AYSE)**, international recruits and Continuing Professional Development (CPD) programmes.

Waiting lists in West Sussex reflect the national position and includes those waiting for assessment, a service, and waiting for a review, including people waiting for assessment and service in hospital discharge pathways and DoLs backlogs The Government Market Sustainability and Improvement Fund (MSIF) has allocated £5m to West Sussex County Council, a proportion of this will be directed towards the management of waiting times. We have introduced a risk-based RAG (Red, Amber, Green) rating approach to ensure people with urgent needs receive timely assessment and support and prioritisation is based on risk and safeguarding. This has led to much slower increases in the size of waiting lists overall, and in some teams, for example, people waiting for an Occupational Therapy (OT) assessment, a reduction. Our performance in a number of review areas has improved and is monitored through our wider Performance and Resources Report, which is updated quarterly and published on our website.

We have also allocated specific investment to directly support strengths-based practice within a dedicated Review Team, including additional management and senior practitioners, a service oversight group, themed and whole pathway audits, reflective practice and peer discussion sessions. Staff are very positive about this approach and compliments have been received from customers in relation to the outcomes achieved by this team. It is noted that the strength-based approach has also enabled savings to be made to budgets, as community assets are being used and customers are choosing to utilise their personal strengths and those of their networks, to meet their needs.

Learning vignette

S has a progressive condition and has a care package that included three daily hour-long care calls. At their review in June, S and their partner said that the care package did not fully meet their needs and they found it intrusive.

The social worker put S's partner in touch with local social prescribers who supported them to get out in the local community and join a local bridge club. A referral was made for a device that could locate them if they had a fall. This meant they could go for lunch in town and walk the dog. The social worker then arranged for an occupational therapist to visit.

The occupational therapist worked with the couple to enable S to be moved by their partner without the need for complex equipment or support from carers.

The process was guided by the outcomes S and their partner wanted to achieve and was based on building their capabilities and strengths.

As the changes were working well S wanted to reduce the number of daily care calls, and this was trialled. The occupational therapist supported them during this period and explained additional options for better accessibility and safety within their home.

Owing to the success of the trial, the couple decided to stop the care and support they had been receiving as they could now manage these tasks themselves. Their quality of life has significantly improved, and they no longer require funded care support from the council.

Charging for care and support

In response to a rise in complaints relating to charging for care, a review was carried out. The review resulted in several changes:

- Co-designed information -booklets with customers to provide information about the financial assessments process and who to contact
- A review of internal processes and use of IT was undertaken and changed to speed up the annual assessment of charges to provide information in a timely way
- Extra capacity into the Welfare Benefit Assessment service to address demand for financial assessments and reviews of residential charges. The waiting list for a financial assessment or review is reducing. The additional capacity to support reducing this remains in place.

The impact of these changes is monitored on a weekly basis by experienced officers from both the Finance and Adult Services teams.

An Adults' Services and Finance Task and Finish Group (TFG) has been established to ensure the council's approach to charging for social care continues to comply with the Care Act, financial regulations and other significant learning, for example Local Government Ombudsman findings. The TFG will review the current policy to ensure its approach is compliant, that there is appropriate coordination and consistency between policy, practice, and public information, and to continue to develop the equality impact assessment. The group will make recommendations for actions to update the policy, as required.

Paying for care and support

The ability for customers to choose how they pay for any support they receive is important to us. Currently our performance for Direct Payments is at the median level in comparison to other local authorities. However, our ambition is to improve this performance and increase the levels of those in receipt of Direct Payments. Customers have raised that our direct payments approach is complicated with inconsistencies across services in relation to how the Direct Payment pathway has been implemented. A part of our focus has been on reviewing the arrangements for people already in receipt of direct payments. In addition, a focused project for Direct Payments, as part of our improvement programme will start towards the end of 2023/24.

To support a more flexible approach for customers in paying for their care, we have decided to investigate the use of Individual Service Funds (ISFs) as a first stage in finding new ways to join up customers with a developing market and increasing the range of more flexible options available from the very outset of someone wanting to access care and support.

We have conducted extensive research into the use of ISFs across the country and agreed to develop pilots to evaluate success. We are attracted by the potential for innovation both in achieving outcomes for customers and the new relationships with providers that this would entail. Following the research, we co-produced with market providers an ISF model which will be delivered during the pilots. We are currently engaged in detailed preparations for pilots which we envisage will commence in the new year.

Joined up, effective and coordinated services.

Mental health

Our adult services mental health offer has been through a period of rapid change over the last two years. Following a joint review with health partners, the Section 75 provider-to-provider staff secondment agreement ceased in April 2021. This was due to concerns that compliance with social care legislation and practice was not being prioritised as expected.

A significant improvement programme was undertaken during 2020 and resulted in the creation of a new service model, underpinned by solid social work practice. This has resulted in both a robust mental health social work service with a significant increase in Care Act assessments being carried out, and an approach which encourages effective partnership working, innovation and excellence.

The mental health service is challenged in terms of a shortage of Approved Mental Health Professionals (AMHPs) workforce, which is reflected nationally. However, we have implemented twenty-four hour, seven day a week hub-and-spoke model in response to the difficulties experienced managing the increase in demand for Mental Health Act assessments. This has enabled us to better manage the workload, respond to risks and optimise existing resources. We have developed a recruitment and retention action plan to ensure we have sufficient AMHPs to meet the needs of the population, in both the short and long term.

Strategic work has been undertaken to ensure that the mental health needs of the population are given an equal priority in terms of system-wide investment. This resulted in funding being agreed from the Hospital Discharge Grant to develop a mental health discharge hub, jointly with the local mental health trust and for the council to lead on a joint international recruitment campaign to fill forty vacancies across mental health teams in the council and the mental health trust.

Hospital discharge

Our work on hospital discharge has ensured fewer people stay in hospital longer than they need to. In 22/23 we supported over 4000 customer discharges from hospital. Our approach stems from a cross-system partnership working evidenced from staff feedback from leadership to frontline operations, well aligned to other services such as the jointly commissioned and delivered Home First service. However, we know there is more work to do in this area and it has been identified as an area of improvement.

In West Sussex, discharge from general acute hospitals is managed via the discharge hubs to manage [discharges pathways](#) with clear plans once people no longer meet the criteria to reside in hospital. Progress towards discharge is managed via daily “touchpoint calls” and system wide meetings. Social workers are involved with discharges from both acute and community beds and take a lead in moving people on from Pathway 1 (intermediate care and reablement services provided in own home).

We have implemented a permanent brokerage and sourcing team to ensure sufficient capacity and focus is given to patients being discharged from hospital requiring care and support.

A national improvement programme is in place across Sussex via the ‘Discharge frontrunner’ scheme to deliver rapid and sustainable improvements across hospital discharge pathways. Progress is monitored through weekly operational meetings with senior managers, weekly executive place-based meetings and the monthly ICS Sussex-wide Delivery Board.

Reablement

Reablement services are designed to support people to regain or retain as much independence as possible, either after they leave hospital or prior to implementing a long-term service. We value these services highly and therefore have developed a model of bed-based reablement, to support with hospital discharge. These beds are funded by the Better Care Fund and enable people to be discharged from hospital, to a placement, where they can continue their recovery, supported by twenty-four hour carers who deliver an individually tailored reablement plan devised by our occupational therapists. In West Sussex between April 2021 and March 2022, 195 individuals were discharged to reablement placement services, of which 58% of people returned home following their stay and 51% required a reduced package of care as a result.

Community reablement service

We commission a reablement service for people in their own homes. This is a time-limited service, provided free of charge while people are receiving focused reablement support, The aim of the service is to support people to manage activities of daily living as independently as possible.

The outcome of this intervention may be that the person is fully independent again, or that they require a reduced level of care following the reablement intervention to manage their daily life. The service is person-centred, customers work together with therapists and the reablement provider to identify goals that are important to them, and equipment, adaptations and technology may be considered to support independence, as well as functional skill development.

Supporting people to live healthier lives

We work in close partnership with the Communities directorate, Public Health and the VCSE and other partner agencies to increase the range of options open to people to support their wellbeing as well as reaching people earlier in their lives to prevent escalation of needs.

We have had success in increasing the reach, visibility, and accessibility of our information and advice offer. Feedback from our customers ranks us 27th nationally for ease of access to information about our services, however further effort in this area remains a key priority and part of our current improvement programme. There is a focus to move from a simple, information based service to one which provides alternative ways people can access and receive support earlier, and more ways to engage and interact with our information offer. Central to this is the on- going development of our ‘front door.’

The West Sussex Connect to Support website offers advice and guidance on ways to live healthy, safe, and independent lives and signposting to local community activities and care services. It also has a specific area where people can find the right equipment to support them at home. This service has seen year on year increases in use.

Our Wellbeing service supports people to find local wellbeing information and services. We have six wellbeing hubs across the county where people can get advice and support on a wide range of issues, for example how to make small changes to improve their health and wellbeing, including how to stop smoking, how to become more active or how to make meals healthier.

Prevention Assessment Teams (PAT)

Prevention Assessment Teams are an area that we have highlighted as being most proud of. 71% of staff agreed that people could get information and advice about their health, care and support and how they can be as well as possible - physically, mentally and emotionally, citing PAT as proactive and collaborative. The PATs are multi- agency, multi-disciplinary teams delivering preventative services across our county. The team includes health advisors (qualified health professionals) employed by the local community health trust, social care workers and support workers from the voluntary sector who can advise over the telephone or visit people in their home. The objective of the teams is to improve quality of life, promote health and wellbeing and prevent, reduce, and delay the development of more complex needs. The service is for adults and older people who might not be eligible for other statutory services and who have unmet physical, psychological, social, functional or environmental needs.

In partnership with our Communities directorate, East Sussex County Council, and the University of Leeds, we are piloting the development of a volunteer Life Transitions digital app. The app and volunteer service adds value by concentrating on the psychosocial dynamics of preparing for and experiencing change, and building resilience, adaptability, and self-efficacy.

Spotlight: Extra care - increasing choice and control

Over the past year, in Partnership with Arun District Council, Mid Sussex District Council, Eldon Housing Association and Housing 21, there have been two new Extra Care Housing Services open in East Grinstead and Eastergate. The developments have provided an additional one hundred and eight units of Extra Care Housing to adults in West Sussex, of these twenty-nine are shared equity and seventy-eight affordable rent. Work is ongoing to develop further Extra Care Schemes across the county.

These developments are possible because of our investment in a dedicated extra care lead who straddles the operational and commissioning arena, working closely with local planners, developers, landlords and care providers. We have also invested in a dedicated team of operational staff, who lead on assessing, reviewing and supporting people living in extra care. This ensures a timely response to issues and concerns and provides a consistency of approach and management of risk, which offers assurance to providers, thus enabling people to remain living in their extra care home, for as long as possible.

We have expanded our focus from the national older person model to all age provision, recognising the benefits that extra care can bring to people's lives. This approach has already provided new opportunities for people who would have otherwise been limited in their care options. It has had success in delivering outcome focused services with people at the heart of care planning and delivery. We have successfully utilised extra care as a step down from residential care settings, as well as a step up from care in a person's own home.

We utilise creative approaches to ensure the extra care schemes are firmly rooted in local communities, by encouraging access to the schemes for local community groups and supporting people to engage with external community activities.

Equality, diversity, and inclusion

As highlighted in our Adult Social Care Strategy, diversity and inclusion are priority areas for us, but we recognise that we are on a journey to be able to fully realise our ambition in this area and move from an Equality Act compliance focus, to one which embodies inclusion and truly person-centred services and support. It is a key focus in our improvement programme and one of the key principles we consider when looking at service design.

We have developed a strong approach to co-production which acts as a building block for work in this area. This aspect of our approach is described in more detail in the Summary section above.

We have been working with partners to create a more complete data set, cut by both population group and place-based Integrated Care Board (ICB) data.

We have set up a dedicated service wide equality, diversity and inclusion group which is chaired by the Director of Adults and Health. This group engages with several different customer engagement groups for example our Partnership Boards.

There are regular EDI (equality, diversity, and inclusion) thematic practice focus sessions for frontline staff and managers, focused on improving practice. In 2023 we rolled out reflective EDI sessions across adult social care. These are held monthly by all Service Managers and Team

Managers, and are cascaded across teams. The Director of Adults and Health also chairs an Adult Services EDI Advisory Group which meets monthly. Feedback from staff about these sessions has been extremely positive. Identified actions are fed back to the leadership team to be included in future planning cycles.

Staff survey feedback identified feelings that the service should focus more on celebrating diversity, understanding and acknowledging the experiences and inequalities of diverse customer groups and staff, and explaining how the service is working to address those inequalities. Staff also fed back that there were some positive accounts of individual practice and team approaches, but a lack of resources, community services, and culturally competent services impacted the provision of person-centred support for people from diverse communities.

Whilst we complete Equality Impact Assessments these are not always taken into our broader learning or service design. Broadening their use, scope and associated learning is a focus within our improvement programme. Inclusion is a design principle for all elements of the improvement programme and ensures that we regularly review the impact of service developments as they progress throughout a customer's journey, not just as they begin it.

We want to build on examples of effective and/or innovative practice, both locally and nationally. Notable successes for us have been the development of our Changing Futures programme a pan Sussex Department for Levelling Up, Housing and Communities (DLUHC) funded project aiming to support people with the most complex needs. We want to take the learning from the Changing Futures into our own wider improvement programme.

Aligning to the corporate and directorate action plans, both our [Executive Leadership Team \(ELT\)](#) and our [Directorate Leadership Team \(DLT\)](#) regularly receive data about our performance in this area. An important element of this will be customer experience to improve our person-centered approach.

Technology to support effective practice

We already have several successful initiatives in place, for example our Technology Enabled Care (TEC) service which offer a range of ways for people to remain safe and independent.

In the coming year we will focus on three digital based initiatives:

- The development of portals to support earlier and more flexible access to information, raising concerns and self-assessment in order to give people greater control
- Working with partners to deliver integrated care records
- A bed booking service which will provide real-time information about all aspects of bed management across all our contracted partners.
- As part of the development of wider corporate digital initiatives, we plan to explore more opportunities to integrate digital and technology, including Artificial Intelligence, into practice, considering customer feedback and the challenges of digital access and poverty within some of our communities, and the need to work closely with partners.

Theme 2: Providing Support

Our aim is to support people eligible for adult social care services with person-centered support. We work closely with adult social care providers to ensure there is a high-quality and sustainable offer for people, with choice and control around their care.

What we are most proud of

- Our focus on quality provision and sustainability of the care market
- Our work in partnership with key stakeholders
- Our support to the provider workforce through the Great Care Employer Scheme.

Areas of improvement for 2023 - 2025

- Development of commissioning strategies and market position statements
- Embedding outcome-based commissioning achieved through co-production of services
- Ensure that commissioned services address inequalities through pro-active approaches.

Key activity



Our approaches to commissioning services are set out in our [Market Sustainability Plan](#). We will focus on strength-based approaches to support independence, build community connections and help people to live in their own home. We aim to do this by:

- supporting the capacity of providers to cater for people with dementia and more complex care.
- reduced reliance on traditional forms of standard residential care.
- increased use of community-based provision including extra care and supported living.
- initiatives which assist in addressing workforce challenges and
- providing infrastructure support to the council's future work with the market.

Our commissioning service

As part of stabilising our service, a new Commissioning Leadership Team consisting of an Assistant Director and three Heads of Service is now in place, leading to the completion of a wider re-organisation across commissioning teams to create a more adaptable structure with flexible roles enabling individual key skills and strengths to be utilised across the service. We are now moving into a period of development to standardise and improve how services are commissioned and managed. The development work is focused on ensuring that the foundations are in place to enable continuous improvement in how services are commissioned with a focus on structures, people, skills, strategies, and planning. Alongside the structure and role changes we are investing in a development programme for all commissioning staff, to ensure that they have the skills and abilities to deliver excellent services for our residents.

Our approach to commissioning

The priorities in our Adult Social Care Strategy set the foundations for decision making, where we need to prioritise areas for improvement and how we spend money. It aligns with other strategies such as the [Carers Strategy](#) and the Changing Futures Programme and informs future iterations of joint health and social care priorities in West Sussex.

The commitments set out in our Strategy will also set the context for the development of a strategic commissioning framework that will deliver a new Commissioning Strategy as well as a range of market position statements and supporting strategies such as carers, dementia, and workforce. In parallel with these planned strategies,

we are also focusing on ensuring we have clear operational policies in place including a new market-wide quality assurance framework; formalised approach to contract management and business planning that will enable us to be clear in what we are trying to accomplish and the methods by which we achieve them.

Expanding on the development of these fundamental and enabling resources, we recognise there are areas that we want to improve in how we provide support to people and have created a commissioning development plan to focus this work. One of the key objectives of this piece of work is ensuring our commissioning standards are applied regularly across all activities to ensure that examples of current good practice are delivered more widely.

Person-centered and outcomes based services

All contracts for services have stated requirements around person-centered approaches but we are not currently confident that all services are truly delivered in this way across our provider market. We want to develop approaches around procurement, oversight and monitoring contractual compliance that gives greater assurance that services are consistently delivered as intended and putting the person at the centre of services.

Addressing inequalities through proactive approaches

We want to better understand how inclusion and diversity are reflected in service design and delivery phases, in particular removing barriers to service access. We want to improve our understanding about local communities and ensure that solutions and services are developed to consider the needs of all residents and communities of West Sussex and improve customer outcomes. Our partnership work with the NHS, district and borough councils, and the VCSE to develop Local Community Networks have created a strong partnership connection with communities to bring insight and deliver change at a neighbourhood level, allowing us to focus on our most affected communities.

We will ensure that co-production, with customers and providers, is embedded throughout all parts of the commissioning cycle in all areas of our business. We have therefore identified commissioning ‘champions’ to support commissioners with this aim and will be seeking to ensure that all our commissioning embeds the approach that we can evidence now in several areas.

Greater use of data and insight to inform services

Data and intelligence has been used effectively in recent decisions including the Market Sustainability Plan to support our understanding of challenges in certain care markets and the recent improvements in our Community Reablement Service but we want more widespread and consistent approaches. We will ensure greater use of the Joint Strategic Needs Assessment and will be focused on analysis and research to support the development of our market position statements.

Our market

We know that the social care marketplace in West Sussex is pressured and there is not always sufficiency in all service provisions to meet levels of current demand. This is most acutely being experienced in services for people with learning disabilities, autism and mental health issues. Our strategic ambition is to support a greater proportion of people at 'home' rather than a residential-based service. To support this, we have begun the delivery of a programme of work called market development commissioning, with increased resource investment, which is looking at working in partnership with service providers to examine the current mix of services and explore opportunities to develop existing services or create new ones. Through market development a number of providers are working in partnership with the Council to look at existing models of service, whilst reviewing the individual needs of customers. Whilst this is still in the early stages, the outcomes are positive. One provider has reduced the need for additional night staff through implementation of Technology Enabled Care and this has resulted in a less intrusive service for customers. Four customers have been moved to less intense services and out of residential care with a further four due to move by the end of the year.

We also provide residential, day care and Shared Lives opportunities through our Directly Provided Services (DPS). A review of the DPS is planned to ensure that we are effectively using our resources and addressing gaps in service provision. We will be looking at re-commissioning our Supported Living Framework to address shortfalls and gaps in current commissioning arrangements to support the market to develop the services that are required.

The market for older people's services is more stable in comparison and we are more able to secure appropriate services for people in a timely manner. For example, the numbers of older people waiting for a non-residential service to be sourced has fallen 67%, from ninety six on 11th August 2022 to thirty two on 10th August 2023, with providers responding well to requests. This is not to say that there are not challenges in specific geographical areas, particularly the remote rural locations of the county, and for specific service types such as dementia nursing placements or placements for those with the most complex needs.

We hold a large, long-term contract for the operation and management of 12 council care homes with Shaw Healthcare which provide five hundred and ninety beds and have commenced a programme of work to review this provision in light of current demand, market supply and our strategic direction. This is a crucial contract for managing our demand as 22% of all older people with eligible social care needs that are funded by the council in a residential or nursing home are supported within these services (Aug 23).

The contract has a 30 year term and has been in place for eighteen years. The requirements at the outset of the contract were very different to what is needed now and what we will need in the future. Changes have been made over the years to adapt the services, including changing bed types to meet nursing and dementia needs and the cessation of day services within these properties which had low levels of utilisation.

In line with our strategic intention to focus on access to activities and opportunities in the local community and strengths-based approaches. We are currently working on options for the services for the next phase of the contract as well as corporately identifying the wider aspects of the contract which require focus, such as the property management given these are council owned assets.

Our approach to fees and annual uplifts over the last two years have supported services considered to be of strategic need, market development and in response to market pressures and learning from the [Cost of Care exercise](#) and [Market Sustainability Plan \(MSP\)](#). This year a task and finish group has also been established to ensure partnership working with the market to strengthen this further in our decision-making process for 2024/25. We also recognise that more is needed in this regard and alongside future approaches to uplifts, we will be recommissioning our Care and Support at Home services in the future and developing a new Care Homes Framework with the impact on the market being a central consideration on commissioning decisions.

Quality of provision

Our proportion of home care services rated ‘Outstanding’ or ‘Good’ by CQC is higher than the England average at 90% compared to 88%, although our care homes market is slightly under the England average at 75% ‘Outstanding’ and ‘Good’, compared to 85% for England. Our structures and work programmes support good practice and a focus on continuous improvement in quality across our services.

Our recently restructured Quality Assurance and Market Support (QAMS) team provides both proactive support to the market to develop, and reactive support when providers are struggling in terms of quality concerns or risk of provider failure. This is achieved through various methods including sharing good practice, building resilience through contingency planning, individual action planning and providing expert advice and guidance. An example of the proactive work supported through this team, and in close partnership with our active West Sussex Providers in Care Forum (WSPiC) is highlighted in the spotlight on the Great Care Employer scheme.

This has enabled us to understand the care provider challenges and work together to find solutions, encouraged engagement, enabled feedback, and provided a platform to trial innovative solutions, such as a trusted assessor in hospitals.

Through a mix of financial investment and support, the market in West Sussex is becoming resilient and developing and growing to meet the needs of residents across West Sussex. There are however some areas where we are aware more needs to be done to develop the market to be able to respond to both current and future need, particularly, for example, in the lifelong services and mental health areas of the business. Investment has been made to create a dedicated post to focus on working with providers to stimulate development of new and innovative schemes for people with learning disabilities and mental health needs. This is in the early stages but is starting to show potential. Short term investment has been allocated from hospital discharge system funding, to enable rapid implementation of new schemes to support timely discharge from mental health in-patient units.

Working in partnership

We work in close partnership with providers across the county, including a six weekly strategic provider forum chaired by the Director of Adults and Health and with attendance from the Assistant Director and Heads of Service in Commissioning, senior leaders from the ICS and senior representatives from integral adult social care providers within West Sussex. This forum has a strategic focus, provides an opportunity for update and information sharing but also has a focus on shared challenges such as funding, workforce and Covid-19 and with an emphasis on working together to consider solutions. There are also ongoing forums with specialist providers, such as the [Learning Disability Partnership Board](#). Regular newsletters are also shared with the market, which during the pandemic was daily in frequency.

We are an active partner in the ICS and work daily with the ICB. We have active S75 agreements and commission on behalf of the health and social care system where it is beneficial to the system and to customers and operate on a pooled budget for learning disabilities and mental health services, with joint arrangements for TEC and community equipment services.

We also work actively in partnership with our district and borough council colleagues on housing solutions, supported housing, homelessness support, disabled facilities grants and the development of extra care. We take the lead and host the 'Changing Futures' programme on behalf of the other local authorities in Sussex. This enables a focus on people experiencing multiple disadvantages to ensure access to safe effective solutions through greater co-ordination between commissioning organisations and re-imagining care pathways.

We engage with VCSE providers through forums and task groups; however, we want to undertake further collaboration with the VCSE so that we can work together to ensure a variety of quality solutions to support the strengths-based approach for customers through access to the community and a range of alternative solutions. This will include how community assets and the VCSE can support an approach to prevention, in conjunction with the council's Communities and Public Health directorates.

Innovation and good practice

We have lots of examples of innovation and good practice, including the hosting of the 'Changing Futures' programme for the pan-Sussex local authorities focused on multiple disadvantage; our technology enabled care offer; and the development of a hospital discharge care service through a discharge to assess model focused on home first. We want to ensure that we continue our focus on innovation and best practice by testing and trialling opportunities, including ISFs and personal assistants, to tackle our capacity and market challenges.

Our Hospital Discharge Peer Review in Spring 2022 led by the Local Government Association (LGA) highlighted to us the opportunity to improve system efficiency and outcomes for people in short-term reablement by integrating intermediate care services with the NHS. We launched our Integrated Intermediate Care Programme through our place-based Health and Care Partnership later in 2022 with the goal of implementing a new joined-up care model by 2024.

We have an ambitious vision for growth and development in extra care. Our innovative and dynamic approach developed over recent years, has drawn interest from neighbouring authorities and we will build on our existing offer to expand this provision to meet future levels of need and demand, to provide a viable, sustainable, and outcomes-focused solution for residents of West Sussex.

There is a well-established offer and a clear commitment to solutions and support for carers, with a clear strategic focus on supporting unpaid carers, which includes short break services, information and advice and assessments delivered through our partners in Carers Support West Sussex.

Provider workforce

The sufficiency of supply in the marketplace is impacted by the workforce challenges being faced by the social care market in West Sussex. Whilst we have already taken steps to support these challenges including investment in WSiPC, development of Proud to Care, creation of the Great Carer Employer Scheme, support for international recruitment and the expansion of our Quality Assurance and Market Support team, we know more is needed to address current and future gaps in workforce. We are looking at developing a care workforce strategy with our partners and stakeholders to identify new actions and to provide greater oversight of our market support activities through various forums.

Spotlight: Great Care Employer Scheme

During our Market Sustainability Plan discussions, providers identified that recruitment and retention was one of the key sustainability risks to the local (and national) care market. This prompted the development of the Great Care Employer Scheme which was co-produced with WSPiC and through a task and finish group of market providers with input and support from the Quality Assurance and Market Support team.

The scheme enables providers to highlight which of 40+ individual 'offers' of good practice that they as employers can offer to prospective job seekers, split across four themes of pay and benefits; job security and flexibility; learning and development; and supported and valued.

This raises the profile of good practice providers, supports recruitment and retention, and challenges providers to look at their own offer and match that of other local providers. Ten providers are already signed up and using the scheme which is being actively promoted and recent discussions with the Department of Work and Pensions has confirmed that it will be a useful tool for job coaches. The scheme has been recognised as good practice by both Skills for Care and NHS England.

Theme 3: Ensuring Safety Within the System

Keeping the people we support safe is our biggest priority. Our governance, systems and processes ensure our safeguarding responsibilities under the Care Act 2014 are fulfilled and that people feel safe with the care they receive. This was particularly clear in the engagement to develop our Adult Social Care Strategy and features prominently in 'The life you want to lead'. 76% of staff agreed that Adults' Services works with people to understand what being safe means to them and it works with its partners to develop the best way to achieve this. The service concentrates on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect, it makes sure it shares concerns quickly and appropriately.

What we are most proud of

- Our multi-agency Safeguarding Adults Board
- Our pan-Sussex threshold guidance that provides a consistent approach to a safeguarding enquiry (section 42) decision making used by the Safeguarding Adults Hub
- Our system response to provider issues and service failure.

Areas of improvement for 2023 - 2025

- A refresh of our pathway for commissioned services relating to quality concerns.
- Transitions from children to adult services
- Embedding customer feedback into formal safeguarding processes.

Key Activity (2022-2023)

9,265

Total safeguarding contacts (2022/23)

up 9% from previous year (8906)

1759 triaged as safeguarding concerns.

92%

Concerns reported via our professional portal

88.6%

People who say services have made them feel safe and secure (2021-22)

70.1%

(550) concerns have progressed to an enquiry

91.7%

(937) of enquiries where action taken to mitigate risk, saw that risk reduced or removed

87.3%

(985) of adults asked what outcomes they wanted as part of a safeguarding enquiry

Safeguarding Adults Board

The West Sussex Safeguarding Adults Board (WSSAB) was established in 2011 and is the statutory board that co-ordinates safeguarding adults work in West Sussex. It has always been independently chaired, which brings trust and rigour. The WSSAB sets out its expectations of members via its constitution and is responsible for developing and publishing its [strategic plan](#) setting out how as a partnership we will meet our safeguarding objectives. The WSSAB has five subgroups that deliver on its [annual business plan](#) and board priorities. The subgroups are:

- Safeguarding Adult Reviews (SARs).
- Quality and Performance
- Learning and Policy
- Quality Assurance and Safeguarding Information Group (QASIG)
- Multi-agency Risk Management (MARM)

The Board also publishes an annual report detailing how effective the WSSAB's work has been. The most recent annual report can be accessed [here](#). To support learning the WSSAB commissions a Safeguarding Adult Review (SAR) for any case which meets the criteria (as outlined in the [Pan Sussex SAR Policy](#)).

To share learning widely and effectively from our reviews, all are published with accompanying [learning briefings and podcasts](#), which are created by the Learning and Policy subgroup. Other benefits of the approach have included the willingness of a customer for whom a SAR was conducted becoming a lay member of the Board which will provide significant benefit in better understanding the lived experiences of people in receipt of services.

Recently the WSSAB has recognised a repeating theme in cases of self-neglect and have begun working with colleagues across Sussex, who have reported similar feedback from cases. WSSAB has commissioned a thematic review and has invited Brighton & Hove and East Sussex boards to participate.

Safeguarding duties under the Care Act

Following a Peer Review in 2018 that highlighted safeguarding as an area for development, a review was undertaken of our safeguarding approach. The outcome of the review was the creation of a Safeguarding Adults' Hub (SAH). The SAH is co located with our Children's Multi-Agency Safeguarding Hub (MASH) which includes officers from Sussex Police who work closely with the SAH.

The SAH receives all safeguarding contact via a portal and provides consistency of decision making. Decision making is underpinned by a [pan-sussex threshold guidance document](#), which is designed to support professionals, partners, and providers, working with adults who have care and support needs to develop the identification and reporting of safeguarding concerns. It provides a framework for multi-agency partners to manage risk and to assist in differentiating between quality issues and safeguarding. Partners across the County are supportive of the threshold guidance.

The SAH provides a professional line where the team are available for consultation, clarification, and support for professionals in making a safeguarding referral. This is valued by agencies who are encouraged to utilise the service. Staff were positive about the safeguarding hub team who were considered to be helpful and responsive, with clear policies and processes in place.

The SAH has an internal performance measure that tracks the timeliness of decision making where matters are to be reviewed within five working days.

Compliance with this measure is consistently good. The SAH has positive working relationships with statutory services, care providers and wider partners, this enables initial enquiries to be carried out effectively applying the principles of safeguarding, keeping the person at the centre of the investigation, and gathering appropriate information to inform decision making. Such is the value placed in the SAH, we are working to enhance services by employing a jointly funded nurse position from the NHS and are currently at the point of advertising the role.

Safeguarding enquiries are undertaken by operational teams. This promotes and enhances 'Making Safeguarding Personal' by involving professionals who may already know the person or are familiar with the context of where the person lives and the local community. The community teams are also engaged in activities designed to ensure they are aware of emerging risks and any trends in criminal activity ensuring they can consider preventative work to minimise risks, whilst fulfilling our Care Act responsibilities and enhancing strengths-based assessments accordingly. Although questionnaires at the end of the safeguarding process are sent out the response rate is low and the feedback is not as embedded back into practice as we would like. Therefore, we are planning to review how the voices of people with lived experience of the safeguarding process are captured and how this feedback informs practice.

The SAH also provides for the identification of themes and patterns in safeguarding and allows for early intervention and focus to be placed on matters arising through engagement with other services, both internal and external. For example, close working relationships with Sussex Police ensures that when joint working is required or further enquiry into potential criminal activity is necessary, this is expediated in a timely way. Similarly, having a single point for safeguarding referrals ensures that repeat submissions in relation to

a provider or emerging themes regarding a provider can be easily identified and passed to the Safeguarding Enquires Team who manage provider concerns and delegated enquires.

Managing provider concerns, failures and service disruption

The council has developed a strong strategic and operational response to managing provider concerns and failure. This was following a large-scale provider concern and police led investigation in 2018, which highlighted a lack of oversight and information sharing. There are also good links with our Resilience and Emergencies Team who provide support during a provider failure process.

In 2019 we strengthened the approach and support to providers. Our overarching [operational provider concerns](#) process was refreshed with a new [Strategic provider concerns](#) group established when risk remained, and the associated risks cannot be sufficiently managed at the operational level. This group consists of senior leaders from across the safeguarding partnership include senior representative from Adult Services, Health, Sussex Police and includes commissioners, communications and representation from legal departments when required. The route of escalation is usually via the Quality Assurance and Safeguarding Information Group.

The Quality Assurance and Safeguarding Information Group was set up via the WSSAB to develop and maintain a single picture of the quality and safety of the local care market. The group meets monthly, co-chaired by representatives from the council and the ICB. The membership responds and takes preventative actions to known, potential and emerging risks in the provider market. It is attended by statutory partners and senior leads across the partnership.

To support these developments the Safeguarding Enquiries Team was established as a specialist operational response to work directly with individuals, providers, partners (contracts team, CQC, health, Sussex Police etc.) in the pursuit of understanding and reducing any risks through safeguarding planning, involving advocacy services (for example, [POhWER](#), [Mind](#)) where necessary, and developing improvement plans. The benefits of the approach are scrutiny, intelligence gathering and support at various levels within the West Sussex care and support market. The team also oversees any delegated enquiries so that they have oversight of any increase in safeguarding or emerging themes.

Performance

In 2022/23, there were 9265 safeguarding contacts made which is an increase of 9% from the previous year. Of these 1,791 safeguarding concerns were initiated (13.9%). The number of concerns initiated each month ranged between 90 to 168. Of the concerns initiated, 1,172 met the criteria and proceeded to a safeguarding enquiry (Section:42 enquiry). The conversion rate equates to 70% of those triaged as safeguarding go on to require a formal section 42 investigation. Of the concluded enquiries, concerns regarding neglect and acts of omission accounted for 532 adults, financial abuse for 185 adults, and physical abuse for 184 adults. Together, these three categories total 901 Adults. These have remained the top three categories of abuse for the last four years.

We have recognised that there are a number of referrals into the safeguarding pathway that relate to quality concerns of commissioned care. To support this work, a task and finish group has been set up to identify areas for further improvement in this regard.

Concerns in relation to care homes remains the most prevalent location for abuse, followed by people's own homes. This is different to the national picture, however, the gap is closing as a result of a concerted effort to support providers.

In terms of the impact on risk for enquiries concluded, there were 511 adults where action was taken to reduce risk. There were 305 adults where the risk was removed, and 69 Adults where actions were taken, and the risk remained.

A quality risk report is presented at the WSSAB with detailed quarterly performance. In addition, ASCOF data and performance is shared at our Safeguarding Steering Group (SSG). The Assistant Director Safeguarding, Planning and Performance co-chairs the SSG with the Director of Adults and Health. The agenda has recently been refreshed to ensure a service-wide safeguarding approach with performance reports being scrutinised in relation to section 42 enquiries and provider concerns. The WSSAB Business Manager attends the SSG to update on SARs and resultant learning.

Quality and practice improvement

The WSSAB has undertaken several multi-agency audits as part of its work programme. The aim of these audits was to evaluate and reflect on practice; learn from experience; inform multi-agency practice development; and strengthen multi-agency working. Action plans have been developed and learning from these can be found [here](#).

All audit actions plans are overseen by a Quality & Practice subgroup. The Adults' Quality Assurance Lead participates in the action planning meetings and ensures that application of the learning can be quickly and effectively embedded into the Adult Services. An additional step has been introduced by the WSSAB that timetables a further review of learning activity and surveys all participating partners to establish the difference the learning has made.

In addition to audits being undertaken at a local and partnership level we have introduced a learning review process. This process is used when the circumstances do not meet the criteria for a formal SAR but would benefit from a more focused look at practice.

Serious Incident Reviews and Learning Reviews offer us the opportunity to study in detail the background, decisions and actions taken that lead to circumstances in which the customer had a poor health and wellbeing outcome. This analysis enables us to understand where improvements can be made at systems level. Actions plans are developed, and these are monitored by the Quality Assurance Lead.

The Learning Disability Mortality Reviews (LeDeR) process is linked into our Quality Assurance process. Action plans are developed through the review mechanism, implemented, and monitored as required via our Quality Assurance Management Board.

Safe systems

The Multi Agency Risk Management (MARM) subgroup of the WSSAB includes representation from partners and the VCSE. It considers and advises on cases where individuals are not engaging with agencies, or they are putting themselves or others at significant risk by refusing services. This is a monthly forum and it enables agencies to seek advice and support when managing the highest risk and most complex and challenging cases through robust communication and information sharing.

WSSAB have a collaborative agreement with the Health & Wellbeing Board, Community Safety Partnership (CSP) and the Childrens Partnership. The current focus is on areas relating to domestic abuse, County Lines, Modern Slavery and learning from Domestic Homicide Reviews (DHRs) where there is an adult with Care and Support needs. This enables clear sight and consideration of priorities and collaboration regarding learning, any system changes as well as scrutiny and accountability in relation to outcomes and objectives.

We are engaged with partners, agencies, and organisations across the system to ensure the safety of residents in West Sussex is one of our corporate priorities. This can be demonstrated through our membership of the West Sussex Channel Panel Prevent, MARAC (Multi Agency Risk Assessment Conference for domestic abuse, Partnership TTCG (Police Tactical Group with focus on the Strategic Intelligence Assessment), Locality and District and Borough liaison groups and the Domestic Homicide Review Panel as well as activities in Public Health regarding prevention and health inequalities.

Transitions

Our transition arrangements form part of our improvement programme. Staff have fed back that the transition process needed more clarity and a continuing focus on ensuring a seamless and joined-up experience for people who use the services and their families, helping them understand the differences between eligibility between Children's and Adults' Services, and manage their expectations. To address this, we have designed and implemented two joint new protocols and new ways of working to identify young people, without lifelong conditions or disabilities, who are likely to have eligible social care needs at age eighteen, using automated prompts and dashboards. We have also introduced age fifteen plus specialist workers within the Children with Disabilities service who will prepare a young person for adulthood alongside our adult social care team.

We lead a multi-agency transitions panel, designed to improve the transition to adulthood for young people aged seventeen and a half who are presenting with high levels of risk and vulnerability and have complex and sometimes challenging needs; including children with autism, children presenting with mental health needs, children in need, children looked after and care leavers. Any young person who is eligible for s117 Mental Health Act is referred to the transition panel to ensure their legal rights continue to be recognised when they become an adult. The panel provides a forum for partners to share information, preventing young people falling through the gaps, to ensure that informed decisions can be made about the presenting risks and needs and how best to assess and mitigate these. We believe this is an example of good partnership working between colleagues in children's social care, education, safeguarding, health, and mental health services.

This is highly regarded by referrers and panel members due to the contribution it makes to ensuring young people are safely guided through this phase in their life, as highlighted in the quote below:

“From a Designated Nurse for Children in Care and Care Leavers point of view, transition panel has enabled me to support the local authority in navigating the health arena which can be complex and linking them in with the right health practitioner to ultimately support the young person as they turn 18 – for example, liaising with safeguarding teams in acute Trusts where A&E alerts have been added for vulnerable young people at high risk of harm/ being exploited, linking in PAs in to physiotherapists, our Named GPs and Designated Doctor for Children in Care have been able to support GPs with health requests where there are concerns regarding significant self-neglect and liaising with our West Sussex Police Exploitation Team who are able to review their information and actions as the young person turns 18 in order to support them.”

- Sussex ICB Leaving Care Safeguarding Lead

In addition, the [WSSAB Seventeen and a Half Safeguarding Protocol](#) has been developed where there is safeguarding concern for a young person who is approaching their eighteenth birthday. This protocol sets out the arrangements for young people aged seventeen and a half to twenty-five years, whose circumstances may mean that Safeguarding Adults' procedures would apply when they are eighteen. A holistic approach is adopted to understand the circumstances of young people and, the vulnerabilities and risks they may have, including the impact of previous abuse. Referrals and contacts are made with the SAH to ensure the criteria is applied consistently.

Spotlight: Safety in our provider market

The Quality Assurance and Safeguarding Information Group (QASIG) is a sub-group of the WSSAB which has been developed over the last three years to maintain oversight of the provider market within West Sussex. It meets monthly and has developed a strong partnership where agencies including the council, NHS, CQC, commissioners and Healthwatch share intelligence in relation to providers.

Areas of focus include low reporting of safeguarding and quality issues over a twelve-month period, high reporting of safeguarding concerns over a three-month period and providers who are within the provider concern framework with active enquiries. The approach enables partners to develop and maintain a single picture of the quality and safety of the local care market. Partners may initiate action and support through joint visits, escalating to safeguarding provider concerns, contract monitoring and involvement of CQC procedures where appropriate.

Theme 4: Leadership

Within the previous three themes we have described the direction of travel and specific activity for our improvement journey. Underpinning this is the progress we have made to put in place new leadership and governance to drive our services forward and continue our journey to provide high-quality adult social care across the county.

What we are most proud of

- Our strategic direction and improvement programme supported by political and executive leaders
- Our internal governance structures, roles, and responsibilities
- Our quality framework and collaborative audits of case files

Areas of improvement for 2023 - 2025

- Further development of and embedding performance and financial management frameworks at all levels
- Effective use of high-level outcomes, inequalities, and insight data
- Delivery of leadership development programme and workforce development strategy

Adult social care leadership

Our senior leadership team is strong, visible, and stable with clear roles, responsibilities, and accountabilities, supported by the leadership of the Chief Executive and our lead councillor; the Cabinet Member for Adult Services. Our extended leadership team includes Heads of Service, who take responsibility for leading service improvement and financial accountability. The extended leadership team come together regularly as a group to discuss issues such as strategic business planning as part of the Council's overall business planning cycle. Each Head of Service has their own service plan to deliver the directorates agreed strategic priorities and they have a responsibility to ensure that these are reflected in team plans and performance conversations with individual members of staff within their service areas.

Our leadership team is engaged with the South East (SE) Association of Directors of Adult Social Services (ADASS) networks, with our Director of Adults and Health co-chairing the SE region. Our Head of mental health co-chairs the Mental Health Network and our Principal Social Worker co-chairs the Principal Social Worker Network.

Political and cross council leadership

Political leaders are regularly briefed on the service, through the Director of Adults and Health weekly portfolio lead meetings and monthly briefings with the Leader. Regular reports are taken to the Council's Executive Leadership team meetings (ELT) and informal meetings of the Cabinet in relation to areas of strategic decision making and operational pressures. Scrutiny Committees consider and provide challenge to performance, budget and risk through the Performance and Resources quarterly report, which is overseen and endorsed by Cabinet. [Committee details - Health and Adult Social Care Scrutiny Committee](#)

Corporate support can also be evidenced by the additional investment of £28.4m (of which £14.1m is for inflation) to the Adult Services budget (an increase of 12%) in 2023/24, accounting for demographic and market pressures, as well as significant corporate funding to support the Adults Services improvement programme.

Governance arrangements

Governance is well established at a senior level across the directorate. Meetings focussed on finance, risk, performance, and improvement have been established. These meetings include senior leaders, the extended leadership team and key business partners. The responsibility of each meeting is clear and understood across the directorate.

The Department Leadership Team (DLT) routinely discuss and assess risk. Significant risks are managed by ELT and Cabinet via the Corporate Risk Register (CRR) and owned by the Director of Adults and Health with mitigations commonly owned by Assistant Directors within the service. There is a clear route for escalating directorate risks to the CRR and de-escalation back to the directorate.

Recently introduced bi-monthly strategic DLT sessions allow senior leaders to focus on the delivery of the Adult Social Care Strategy and longer-term strategic ambitions. A tool to track the delivery and impact of the 'we will' statements included in the Adult Social Care Strategy is being developed. The Director of Public Health will be part of these sessions moving forward to ensure we can work in partnership on our strategic intentions for the directorate.

The Performance, Quality and Practice Board (PQPB) provides oversight of our strengthened Performance and Quality Assurance function and practice oversight to ensure these are embedded across the service and that the appropriate governance is in place. Our Customer Relations Team ensure a consistent approach to complaints management and challenge Adults' Services for learning and actions, so the complaint has as much value as possible and organisational lessons can be learned. The main themes of complaints relate to charging for care and financial assessments, followed by complaints about the assessment process. Charging for care and financial assessments are the main areas of focus by The Local Government Ombudsman (LGO). This information is presented to the board and themes are linked to learning reviews, including those identified via our SARs and audit outcomes, when identified. Podcasts, thematic briefings and learning are shared across the service.

Directorate Leadership Team (DLT)

Oversight and review of:

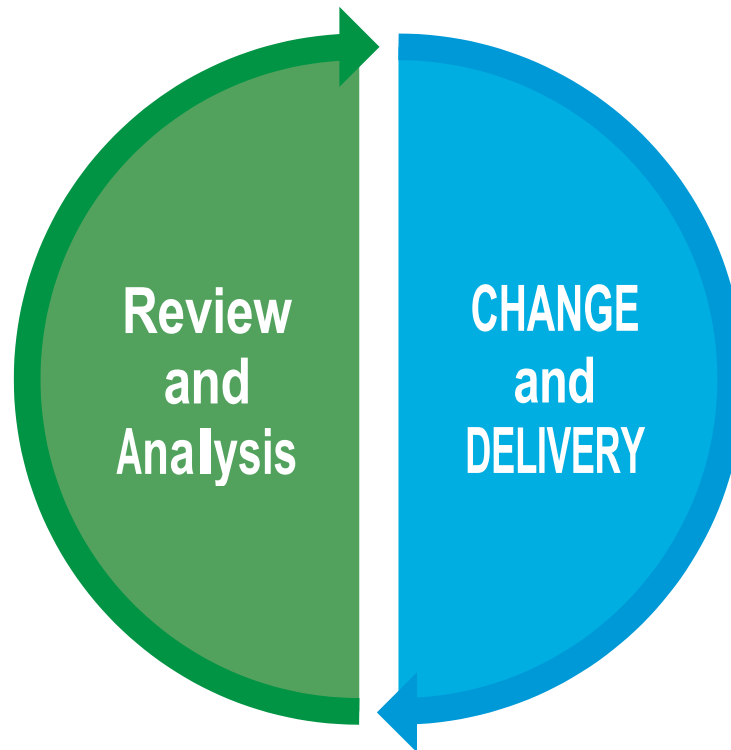
- Corporate projects (Climate Change; Assets)
- Strategic/Business Planning
- Staffing
- Contract Monitoring
- Risk
- Communications
- Member Engagement and Decisions
- Internal Audit
- Health and Safety

Overview and analysis of corporate and business as usual activity

Performance, Quality and Practice Board (PQP)

Oversight and review of:

- Performance and Data
- Quality Audits (including the provider market)
- Compliments and Complaints



Portfolio Board - Improvement and Assurance Programme Board - Design Authority

- All activity with delivery partner involvement
- Adults and Finance Improvement Activity
- IT

Strategic Finance and Commissioning Board

- Strategic budget activity - savings, planned and new expenditure
- Strategic adults commissioning activity, including contract re-lets and contract waivers
- Business-as-usual activities in managing the adult social care budget overseen by the Strategic Finance and Commissioning Board
- Better Care Fund related discussions

The PQPB enables senior leaders within the directorate to review performance in respect of Our Council Plan KPIs (Key Performance Indicators), with data and narrative collectively agreed before inclusion as part of corporate reporting. This also provides an opportunity to review our internal performance measures as listed in our business plan and to take forward any actions needed.

The Portfolio Board and Improvement and Assurance Programme Board have been established with clear terms of reference to manage and track the delivery of our improvement programme. The programme consists of seven key workstreams, with oversight of both projects and core business, identified through meetings with our Heads of Service. Our newly formed Design panel and co-produced guiding principles will ensure the experience of our customers, staff and partners remain at the centre of our improvement journey. This is following a review of our governance arrangements and re-prioritisation of our Improvement Programme 2023-25.

The Strategic Finance and Commissioning Board provides oversight and accountability for the budget and has allowed senior leaders to track the delivery of agreed efficiencies, securing just over £7m of efficiencies in 2022/23, to ensure that the directorate delivered a balanced budget. The creation of a **savings dashboard** provides the Board with oversight and opportunity to discuss mitigations if there are risks in delivery.

Partnership working

Across the council

Since December 2022, the Peoples Commissioning Forum, with senior leadership representation from Adults' Services; Children, Young People and Learning; Public Health and Communities, has been

established and meets monthly. The purpose of the forum is to enable effective, early dialogue between colleagues across directorates to improve strategic planning and provide a clear pipeline view of strategic commissioning across these four parts of the organisation. The forum has approved a corporate wide training programme centred on excellent commissioning skills that will commence later this year forming a key component of our improvement programme to deliver sustainable services.

System partners

We are a leading partner, along with other council directorates such as Childrens Services and Public Health, in the development of the West Sussex Place-based Health and Care Partnership, part of the Sussex ICS. Now in its 3rd year, the Health and Care Partnership brings together local NHS organisations with local government to lead on collaborative working. This means that the commitments in our strategy have an interdependency with NHS objectives and are embedded within a shared place-based plan.

We work as an active partner in the Sussex ICS, as a member of the NHS Sussex Board and the Sussex Health and Care Assembly. Our officers and members have leading roles in projects such as population health management and health inequality and are involved in the development of indicators and measures for an ICS outcomes framework.

Staff have emphasised the importance of closer working with the NHS to address potential overlap and complexity in the system that could arise from health and care operating with different models. The need to improve communication and information sharing were also emphasised.

Co-production and collaboration with the voluntary and community sector (VCSE)

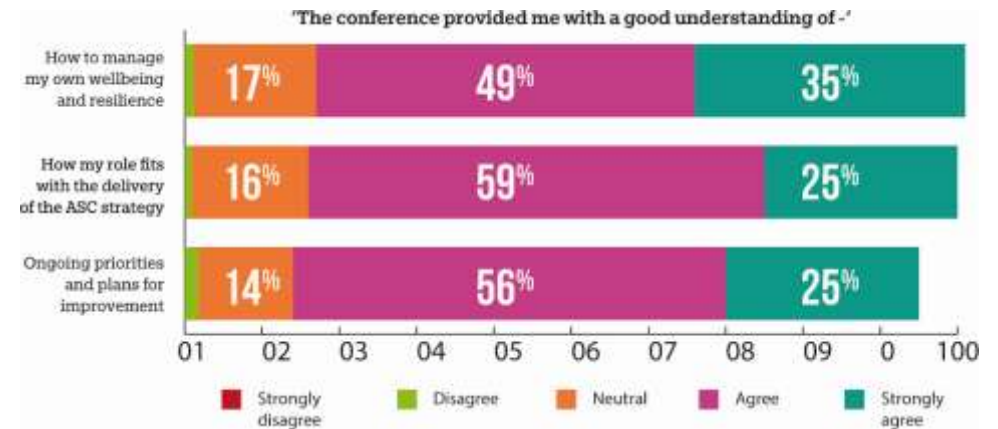
Co-production is at the heart of the Adult Social Care Strategy 2022/25 and work continues to embed a co-production approach across the directorate. Long standing groups such as the Customer and Carer Group, the Minorities Health & Social Care Group and Learning Disabilities and Autism Partnership Boards, are key routes for co-production. In addition, productive relations are strengthening with the VCSE through the VCSE Collaboration Board, which was established as part of the Adult Social Care Strategy development. A co-production practitioners' group to engage staff and partners through projects and programmes has also been established. A forum chaired by the Director of Adults and Health with key adult social care providers has been developed to ensure ongoing dialogue and work in partnership to support a challenged provider market in West Sussex.

Workforce engagement

The leadership team is engaging with staff through regular service-wide newsletters, staff surveys, including the corporate Pulse survey, messaging from the Director and Assistant Directors and holding virtual and in person question and answer session briefings with staff, with attendance ranging from fifty - one hundred colleagues per session (four sessions held quarterly). This was reflected positively in the staff survey in terms of visibility of the Director and senior leadership team

A conference for two hundred and fifty members of staff to share learning and for the workforce to reflect on their own wellbeing was held in April 2023. Customer and family and friend carers also attended and were involved in the development of the overall agenda and one of the workshops. A further staff conference is planned for 2024.

Conference feedback (based on 160 responses)



"The conference was excellent. It had a level of authenticity, honesty and openness I've not previously seen at this type of event. The keynote speaker was amazing, really thought-provoking and a slightly different take on resilience to that we normally see. It was great to have experts by experience in the room as their input, feedback and work we can do together to make things better is so, so valuable - ultimately this is what we do our jobs for, to serve others and we all need a reminder of what it can be like on the other side of the fence and the small things that can make a huge difference. Becky and Alan as always had people and staff at the forefront of everything they spoke about, they were honest and authentic, and no sugar-coating! I appreciate that and know others do too. Life in Adults' feels so different under their leadership."

Leadership and Management events take place quarterly across the whole council, bringing together leaders and sharing good practice across the services. Quarterly recognition programmes include the council-wide employee [Living our Values](#) awards, with forty-one nominations for individuals and five team nominations for colleagues in the Directorate since April 2022.

Employee surveys are held across the directorate and allow us to gather important feedback from the workforce. Themes such as communication and staff pay, have been highlighted. As a result of the feedback, we are holding sessions each year to update staff on key areas of business. We have invested an additional £2m within the adult social care budget to fund an increase in pay and reward for our qualified staffing group. We are currently reviewing our offer as a council in relation to alternatively qualified practitioner roles.

The leadership team will continue to engage with staff and improve on methods of engagement moving forward which is an area highlighted in our staff surveys.

Gathering feedback from our staff is important. We hold exit interviews with staff leaving the council to ensure that any learning can be applied to improve the experience of our workforce.

Quality framework and collaborative audits

Our [Quality Assurance Framework](#) sets out how the leadership team ensure a culture of performance and continuous improvement, which identifies the things we do well, celebrates success and, where required, takes action to improve. This helps to embed confidence that we are setting and maintaining high standards throughout Adults' Services.

A robust governance structure is in place to support the delivery of continuous improvement and to ensure that a culture of learning exists. This is underpinned by **staff performance conversations** and team meetings. This enables everyone to play their part in improving the quality of services provided and supporting the best possible outcomes for those with social care needs.

An audit framework has been in place since October 2021 and is currently under review. Audits are undertaken collaboratively between the supervising practitioner and the person being audited. This provides scope for practice learning and reflection and for practitioners to be able to identify development opportunities. This work is coordinated and scrutinised by the Quality Assurance Management Board and thematic audits will be scheduled where data and feedback highlight the need for more detailed scrutiny.

Key learning identified through audits, the serious incident reviews learning process and through other quality assurance processes has included:

- Management of risk
- Self-neglect
- Application of the Mental Capacity Act
- Consideration of the person's culture

This learning has been included in the review and renewal of practice guidance, development of new audit processes, including the audits of new system processes, and the dissemination of learning bulletins throughout the service. The learning bulletins can also be found [here](#).

Performance

We are working to improve and further strengthen our performance and financial management frameworks across the directorate. The development of this is part of our improvement programme to ensure we have visibility and assurance on the delivery of Care Act duties, risks to delivery, quality and sustainability, and people's care and support experiences and outcomes at all levels within the directorate.

In addition, through our Practice and Systems Programme we will amend our financial authorisation process to make this more robust and transparent. This will improve our oversight and ability to forecast budget trends.

Data quality, intelligence, and insights

A three-stage plan of collaborative work with our corporate performance colleagues has been established to improve the quality and accessibility of our data to meet the needs of the business (both strategic and operational), as well as ensuring that we are best placed to meet the objectives of the National Data Roadmap and the move towards Client Level Data. Included within the scope of the project is a requirement to provide real-time data (through Microsoft PowerBI) to all aspects of the service and the care pathway within Mosaic.

The availability and usage of data has improved in recent years, but we want to go further and hone how data and understanding current and future demand, inequalities and gaps in supply and wider demographic and societal changes can improve the services and outcomes for our residents. Effective use of data intelligence and analytical insight is an area we would like to continue to improve so that decisions on future direction are evidence-based. This is a part of the work identified for 2023.

Leadership and workforce development

An overarching adult social care workforce strategy outlining our ambitions for our workforce is in draft and scheduled for sign off in the autumn. A programme to develop our leaders is also being created to ensure that managers have the skills, knowledge, tools, and confidence to manage through challenging times, keep themselves and their teams focused, well, future-fit and delivering great outcomes. In conjunction with this, leadership teams are embarking on a programme of culture change focusing on engagement, adaptability, resilience, and learning and development across the staff group. We plan to further develop this in the latter part of 2023.

We are proud of our workforce and have a considerable range of learning and development opportunities on offer to staff in all roles and grades via the WSCC Learning Management system. We have recently reviewed and **updated learning and development pathways** for all operational roles and grades from unregulated staff through to managers.

Professional CPD programmes and support are delivered from within our Quality Practice & Service Development Team, including for newly qualified social workers and occupational therapists, those progressing to senior professional level and social worker and occupational therapy apprenticeships. We work closely in partnership with Chichester and Brighton Universities in the design and delivery of courses and programmes at qualifying and post qualifying levels.

Assessed and Supported Year in Employment (AYSE)

We have a strong practice development offer and a skilled professional workforce. Our ASYE programme, Post Qualifying (PQ) CPD and apprenticeships provide our regulated workforce with the knowledge, skills, and confidence to deliver high quality social care in line with the Care Act. It is a key component in supporting attraction, retention and progression across the council. We currently have twenty- four social worker apprentices and eight occupational therapist apprentices.

Spotlight: International recruitment

We commenced our first international recruitment project in January 2022, led by our Assistant Director of Operations. Working in partnership with Tripod/Frontier (a specialist recruitment agency) we set an ambitious objective of making ten offers of employment to international social workers by the end of March 2021. (Phase one)

Utilising a government workforce grant we developed a recruitment campaign guided by the NHS ethical list with a focus on training, progression and wellbeing. Our Principal Social Worker developed an internal induction and training programme including individualised welcome packs with information about West Sussex, the UK and links to relevant community services, which the candidates had indicated were of interest to them.

In addition, we also developed a progression and competency process and commissioned external training from Chinara Enterprises which included coaching sessions to support recruits with the significant life change and specific training to ensure they were well equipped to practice social work in the context of the UK.

We were able to achieve our objective of ten social workers and have since recruited eight occupational therapists (Phase two) all of whom have now joined our community, hospital, learning disability and mental health teams. All recruits in phase one have commenced their CPD portfolio to move to senior roles. Several have expressed an interest in training to be AMHPs. We continue to provide aftercare and support to enable the staff and their families to integrate into the council and the UK.

Phase three commenced in January 2023 which is a joint project with Sussex Partnership NHS Foundation Trust Mental Health provider, utilising the hospital discharge grant, to successfully recruit thirty social workers between the organisations and ten occupational therapists for Sussex Partnership Trust. Phase three candidates are starting to arrive in the UK now and we have utilised a buddy scheme to link them with previous arrivals.

Due to the success of our project, we have presented our approach to ADASS and worked with Oxfordshire County Council to develop an international recruitment tool kit which will be used across the southeast region. We continue to utilise our knowledge to support other authorities.





Key decision: N/A
Unrestricted

Report to Cabinet

28 November 2023

Highway Maintenance – in depth performance report at Quarter 2 2023/24

Report by the Director of Place Services

Electoral division(s):All

Summary

During the autumn and winter of 22/23 West Sussex along with other South East local highways authorities experienced unprecedented maintenance challenges to the highway network. The reasons for this are well rehearsed and stem from:

- long term planned maintenance backlog as government capital grant is insufficient and has flatlined for many years;
- more pressure on the highway from utilities digging up the roads and weakening the structures; and
- changing weather patterns with wetter winters and drier summers; and the autumn/winter of 2022/23 was exceptionally wet.

The County Council highways maintenance budget comprises capital for planned maintenance – mostly highway resurfacing - and revenue for responsive repairs, notably potholes but also drainage and grass cutting.

In setting the 2023/24 budget the Council added a one-off allocation of £4.5m revenue for highways maintenance to tackle the exceptional pressures being experienced on the network as it struggled to deal with the unprecedented volume of defects on the network which in turn generated a large volume of customer complaints which it also struggled to handle and respond to in a timely way.

This report provides an in-depth assessment of the performance of the highways service at the end of Quarter 2 (September 2023), including how the additional investment has been deployed and outlines the plans for the winter, which is the most challenging period for the service.

Recommendations

That Members note the improved performance of the Highways service and the preparations for winter service.

Proposal

1 Background and context

- 1.1. The County Council as local highways authority is responsible for around 4,000Km of roads – all public highway in the County except the M23, A23 and A27 which are the responsibility of National Highways. The County Council's network is a mix of A, B, C and unclassified highway but mostly C and unclassified roads.
- 1.2. Maintenance of this ageing network is a significant challenge, made increasingly difficult by the intervention of the utilities and the changing climate.
- 1.3. In essence the funding arrangement is that Government provides capital grant for planned maintenance such as resurfacing or major structural repairs to bridges and the Council provides revenue for response repairs such as potholes and gully cleaning. Over the last few years, the Government grant has flatlined at around £17m and is therefore rapidly eroding in its real value. The impact is that a highway typically needs resurfacing every 10-20 years but the current capital funding available to the Council even when supplemented by the Council's own borrowing means a road will be surfaced roughly every 80 years. The backlog of maintenance for carriageways alone in West Sussex is more than £151 million. With the addition of the backlog from other highway assets this figure will greatly increase.
- 1.4. In recent years the Council has supplemented the Government grant with its own capital resources to try and tackle the maintenance backlog with a focus on resurfacing work. For example, an additional £12m of County Council capital funds were allocated to highway resurfacing and spent in 2021/22 and 2022/23. A further £21m was allocated in 2022 that will be fully utilised by the end of 2023/24.
- 1.5. The impact in the lengthy periods between resurfacing is that the revenue costs increase for responsive repairs as the surface fails and is increasingly prone to potholes. To start to address this and other areas of concern the Council increased its revenue funding for highways maintenance in 2023/24 with a £4.5m one off exceptional budget.

2 Details

2.1 Headline Service Performance

- 2.2 The performance of the highway network is a key element in the Council Plan and there are three headline KPIs that are reported in the quarterly Performance and Resources Report (PRR). There is a narrative in the Quarter 2 (Q2) PRR on the same agenda so it is not repeated in this report. In summary the KPIs are:
 - KPI 18a – A roads in good condition (RAG rated Green and on target)
 - KPI 18b – B and C roads in good condition (RAG rated Green and on target)
 - KPI 19 – Highway defects repaired within the required timescale (RAG rated amber and improving)

2.3 Highways service performance is also tracked by specific operational dashboards. This in-depth report at the end of Quarter 2 provides a supplement to the Q2 PRR.

2.4 The details of how the additional £4.5m funding was to be spent were set out in the Cabinet Member key decision report and the specific activities includes drainage maintenance and investigations, proactive pothole repairs, signs & line maintenance, trees, ditches, and vegetation maintenance.

2.5 The headline performance of the service is as follows:

- Record number of total reactive repairs (all safety repairs) completed. 2022/23 completed c.41k 2023/24 forecasting to complete c.49k.
- Record number of pothole repairs April to Sept. 2022/23 was c9.5k, 2023/24 for the same period was c17.3k
- Three Jet Patcher units have been deployed Countywide between April and October. As at 06/10/2023: - c.22,000 sqm of patching meaning that .c18,500 safety defects have been removed from the network.
- Customer pothole enquiries – annual average (over 5years) 17.3k, in 9 months to September 2023 there have been 26.7k.
- Customer complaints and claims for damage to vehicles were at record levels over the winter of 2022/23 but have now reduced to more normal levels. It is hoped that the improvements such as using cut and sawn repairs and resurfacing programme over the summer will have improved the resilience of the network over the winter 2023/24.

2.6 The table summarises the comparative performance of non pothole works comparing 2022/23 to projected 2023/24 outturns. In particular, increasing the volumes/frequency of gulley cleansing will improve the resilience of the drainage and reduce the likelihood and/or severity of surface water flooding. Annex A provides the detail on the deployment and progress on the activities being funded through the one off £4.5m revenue.

Item	2022/23	2023/24 projected
Gullies cleansed	90k	121k
Ditching	1500m	3000m
Trees		+471 jobs
Signs (replace / repair)	1500	2250
White Lining	175km	287km
Sign Cleaning/clearing		5000 signs
Footway Siding		+30km

2.7 Additional capital funding for resurfacing has resulted in the largest ever programme of work in 2023/24. More than 440 resurfacing schemes are planned for the year and the majority of these have already been completed as the work is best done over the drier summer months. In total more than 270km of road will have a surface treatment applied this year.

2.8 Communications

2.9 A strong communications plan has been developed to support the service improvement. The programme of communications runs through to summer 2024 and includes:

- A programme of social media messages highlighting the work being done;
- A dedicated [web site](#) with links to resources such as media, data and how to report faults;
- Information in the Member's bulletin;
- Engagement with Districts and Boroughs;
- Articles in the residents' e-newsletter;
- Articles for local papers; and
- Boards on site linking the programme on the ground to the messaging;

2.10 The development of a customer facing performance dashboard to enable customers to get information on the number of safety repairs being carried out (including potholes) and the timeliness of the repairs.

2.11 Winter Preparedness

2.12 The winter season is when most damage occurs to the road network. This is primarily caused by water either being pumped through the road by vehicle pressure or by freezing resulting in the water expanding and breaking out the road material. Roads are not designed to be under water for prolonged periods and so flooding shortens a road's life and will lead to more potholes.

2.13 Acknowledging this will occur the Council is preparing by setting up systems to divert resources from routine activities to support more repairs on the network when bad weather occurs. A full briefing on this is included in Annex B.

2.14 The Council also treats a proportion of the road network to minimise risk associated with freezing conditions. Details of the Council's current winter service plan is available on the web site [Winter service - West Sussex County Council](#).

2.15 Conclusion

2.16 This report explains why the performance of the highways network has deteriorated and why last winter this came to a head, not just in West Sussex, but across the South East.

2.17 The exceptional revenue investment in the highways maintenance service and continued Council capital funding in 2023/24 has been deployed by the service to improve the condition of the network through resurfacing works, to upgrade the quality and volume of pothole repairs and undertake more preventative work such as gully cleaning. As a result customer contact and complaints have

subsidised and the service is now in a reasonable state of preparedness for the oncoming winter season.

2.18 Finally, it should be noted that the Council does not have the financial resources on its own to make the sustained level of improvements that the highways network requires and it has continued to work with other councils, notably the SE7 to lobby Government to provide the funding necessary to maintain the highway network and deal with the backlog of repairs.

3 Other options considered (and reasons for not proposing)

3.1 The budget could have been allocated in a multitude of different ways but the areas addressed were considered to be where the highest need was identified.

4 Consultation, engagement and advice

4.1 The proposals are largely reactive and as such do not require the County Council to undertake formal consultation.

5 Finance

5.1 Revenue consequences

	Current Year 2023/24 £m
Revenue budget	4.5

The budget allocation is for one year only

5.2 The effect of the proposal:

(a) How the cost represents good value

Services are being delivered through term contracts that have been tendered through a competitive process.

(b) Future savings/efficiencies being delivered

A proportion of the money is being used to address areas such as better mapping and improving the management of riparian responsibilities. This will improve how the service operates in the future and alert land owners to their duties – and as such remove some of the burden from the authority.

(c) Human Resources, IT and Assets Impact

None

6 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
The expectation as to what can be achieved exceeds the ability to deliver	Clearly setting out the extent of what can be done and updating members and the public (see the comms element) as the programme progresses
The funding is not spent in year	Working closely with delivery partners to ensure the funds can be utilised effectively within year. Close monitoring of spend throughout the year

7 Policy alignment and compliance

7.1 Activities have been proposed that are extensions of existing work and fall within the remit of normal highway maintenance.

Lee Harris

Director of Place Services

Contact Officer: Matt Davey Assistant Director for Highways, Planning and Transport
 matt.davey@westsussex.gov.uk

Appendices

Appendix A - Summary tables showing budget spend/delivery outcomes against the additional funding.

Appendix B - 'Winter Preparedness' all member update note.

Background Papers

None

Summary tables showing budget spend/delivery outcomes against the additional funding.

Exceptional Revenue Funding – Potholes

	Exceptional Revenue Funding	Capital Funding	Comments
Additional Jet Patcher	£650k	£1.5M	3 Jet Patchers in operation from April. With additional resources have focussed efforts on larger, deeper patches, urban areas, problem sites and repairing sites to keep them in reasonable condition until follow on treatment planned. Last year we removed approximately 4000 safety defects from the network and so far this year (3 weeks remaining of the programme) we have removed 18,500 safety defects. We are considering the option of extending Velocity to support our approach to tackling potholes over the winter, but this is subject to understanding the commercial impact.
Additional Find & Fix Resources	£375k		Gang only operated between April and June this year. Normal Operation during peak pothole season in winter. Target 2085 potholes to be repaired. In 3 months 605 have been delivered. Notes – may switch sign gangs to F&F if numbers of reported potholes increase in winter.
Additional Patching Gang	£375k		Aim to complete additional 4000 sq. metres of patching. So far in 6 months we have delivered, 1400sqm. Whilst lower than the target, there are a number of other works provided by this resource, i.e. lengths of kerbs and tree pit reinstatements. We are working to collate the data for the other activities.
Right First Time Approach	-	-	Approach started mid-May 23. On average 95% of repairs are now cut repairs. We have agreed that this approach will continue to the end of the contact with BBLP.

	Exceptional Revenue Funding	Capital Funding	Comments
Additional Capital patching		£2.2m	Last year we delivered £1.4M. Baseline budget is £800k but due to volumes of works identified this has been increased by a further £1.4M. We have so far released £1.7M of work to the contractor.

Exceptional Revenue Funding – Drainage

	Exceptional Revenue Funding	Comments
Additional Gully Cleanse	£410K	Last year we cleansed c. 90,000 assets. This year we will cleanse gullies on the annual programme twice which means we will cleanse 31,834. So, 121k asset cleanses in total this year.
Jetting/CCTV	£55k	60 additional days of investigation
3 Extra Gangs to fix/free gully grates/lids and switch to proactive work in winter	£640k	Tackling 500 jammed/broken covers backlog Freeing jammed covers ahead of jetting to maximise number we clean. Proactive work in winter to clear leaves/gullies - Area Teams collated site now.
Ditching work	£150k	Last year did 1,500 linear metres. This year plan to complete double – 3,000 LM(x2). Q2 completed 413 as majority of work will be done out after leaf fall.

	Exceptional Revenue Funding	Comments
Additional resources for riparian work, mapping & auditing	£120k	Resources to establish a proactive approach to managing land-owner responsibilities. Also Auditing & investigations (resourcing has been difficult)
Mapping and data work	£120k	Mapping and data work – precise scope to be finalised. Requirement for temporary resource to support digitisation of historic drainage records and improve data capture using frameworks.
Sustainable Drainage Approving – scoping	£50k	There is a need to understand the volume of work that is likely to be undertaken by the proposed SuDS Approval Body (SAB) and to address the resource and other implications associated with its establishment.

Exceptional Revenue Funding – Signs & Lines

	Exceptional Revenue Funding	Comments
Sign Maintenance	£225k	The current revenue budget for signs allows for repair/replacement of approx. 1,500 sign assets. The additional revenue budget would allow us to replace/repair an additional 750 signs. Increased demand on important large scale Advance Direction Signs (ADS). Approx. £50k of the additional budget currently utilised for ADS.
Sign Cleaning	£415k	2 gangs have been deployed since April. They will clean and cut back obscuring vegetation on approx. 4,000 -5,000 signs/bollards. So far, we have delivered sign cleaning and vegetation cut back to 4300 signs and are on track to exceed our target of 5000 signs. This resource may be redeployed later on in the year to target proactive repairs to potholes under the guise of Find and Fix.
Lining	£225k	Baseline budget normally equates to c175km (4% of network) With the additional funding the target is 112km of additional road marking, to end of September 75km of markings had been refurbished

Exceptional Revenue Funding – Green Estate

	Exceptional Revenue Funding	Comments
Trees	£440k	1200 P2 (medium priority Jobs in system at end of last financial year). Funding has paid for an additional gang. So far, they have completed an extra 471 jobs.
Footway Siding	£150k	We also propose to allocate resources to footway siding in autumn/winter months. Anticipate that we could 'side' around 15-20 km of footways – sites being collated.
Mapping Rural Grass cutting	£100k	Accurate mapping to happen over winter months

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Local Highway Operations - Briefing Note for Members: Winter Service Preparedness - 2023/24

The main weather-related areas of focus over the winter season are gritting operations, dealing with flooding on the highway, and potholes.

Winter Service Delivery - Gritting

Operations for 2023/24 are set out in our [Winter Service Plan](#).

Whenever ice is forecast, we carry out salting of our 'Winter Service Network' to reduce the potential for ice forming on the road surface.

The **Winter Service Network** equates to approximately 42% of the county's roads targeting high speed/high volume roads and includes routes of local importance such as major bus routes, access to blue light operational centres, hospitals and large industrial establishments. The network being gritted this season is the same as last season.

In the event of heavy snowfall (5cm or greater) the treatment of the network will be reduced to what we refer to as our **Winter Resilient Network** which are the key roads needed to keep the county open, linking to the strategic network and providing access to A&E hospitals and blue light services.

We have a fleet of 19 gritters (plus 1 spare) and c.9,000 tonnes of salt in stock. Treatment of the network takes place over 19 defined routes that cover the Winter Service Network. Gritters and salt are procured directly by the County Council under the existing contractual arrangements. The entire network should be treated within 4 hours of the decision and instruction to treat.

The decision of where and when to treat the network is based on detailed weather forecasts. We receive daily detailed weather forecasts during the winter period, as well as live data from our 8 weather stations. The county is divided into three defined weather domains (Coastal, Fernhurst and Inland) and the response may vary across the three to optimise the treatment of the network.

We provide salt stock data to the Department for Transport as and when requested. The objective of this is to monitor existing salt stocks across England, Scotland and Wales to ensure sufficient country wide resilience is in place; and support timely data-collection in the event of any future severe winter weather event.

Parish & Town Councils and Residents' Associations

We have many active Parish & Town Councils and Residents' Associations who have winter maintenance plans and undertake local salting and snow clearance. The County Council works to support their efforts by topping up salt bins/providing hippo bags of salt (up to 800+ depending on existing stock levels) every winter for use by local community groups. We have arrangements in place to pay farmers to remove snow in the event of a serious snow event in line with localised Parish & Town Council winter maintenance plans.

Schools

In terms of inclusion for treatment on our Winter Network, consideration is given to schools that have over 500 pupils on their register. In some instances, operational

reasons may mean that we cannot treat up to and beyond the main gate or entrance. This may be due to narrow roads, parked cars and other restrictions associated with a vehicle as large as a gritting lorry. Some schools may be supported by Parish Council Winter Plans, part of which is utilising strategically placed salt bins and having access to additional one tonne bags of salt stored locally throughout the season if required.

Service Resilience

We have a sufficient number of drivers to deliver the service and have upskilled a small group of existing highway staff to offer further resilience to the winter service delivery.

In terms of Covid-19, the contractor has contingency plans in the event of gritter drivers being unavailable due to sickness/self-isolation. If there was a significant impact, we would treat the routes on a priority basis. This would start with a much smaller network and then treat routes which link critical infrastructure.

Winter Preparedness - Drainage

Drainage provision across the county is provided via gully emptying vehicles on our cyclical programme and gully emptiers to carry out ad hoc jetting and investigation at identified problem areas.

This winter we have upgraded our annually cleansed gullies so that they will be cleansed twice this year in order to reduce the demand on our ad-hoc jetting resource. Dedicated CCTV resource will assist in identifying problems and enable our teams to put together remedial works packages and clear the issue from the network.

We have doubled the number of gully emptiers undertaking ad hoc jetting to four.

A comprehensive ditch clearance programme will start after leaf fall and will ensure that highway ditches are able to drain water effectively therefore reducing standing water on carriageways and footways in rural areas.

We have four 'ironworks gangs' working to replace damaged manholes and gullies identified by either cyclical works or members of the public. At the start of winter, two of these gangs will work on a proactive basis to clear grips (drainage channels cut into the verge to allow surface water to drain from the highway) and gully tops at hotspot locations that are susceptible to leaf fall and detritus build up. This will reduce the number of enquiries and impact on the network.

We have currently have approx. 50 Priority 1 (P1) jobs in the system. P1 jobs are where flooding is impacting the high-speed network or flooding is a threat to property. This figure is extremely dependant on weather conditions and so can vary dramatically throughout the winter period. It is also impacted by the ability of our systems to drain into surrounding watercourses, and this can be an issue when they have reached their capacity, as happened between November 2022 – January 2023 and earlier this month, particularly on the A29 in Bognor.

We currently have around 200 Priority 2 (P2) jobs in the system, which is flooding on the low-speed network, not causing any threat to property. With the additional resource this year, the aim is to reduce this number; this is dependent on the weather and the ability of systems to drain away.

In freezing temperatures, where running water is identified on our Winter Service Network, gritter drivers will 'spot blast' these sites with additional salt and report back to the Winter Service Manager the following morning with any further action required.

Winter Preparedness - Potholes

The prolonged adverse weather issues experienced from November 2022 until March 2023 saw a significant number of potholes occur on the network, and the issues are still being felt to date. As a result of this we have reviewed our contingency plans for winter 2023/24, which will be implemented if we see a similar pattern or trend of issues to winter of 2022/23.

Whilst the contractor should respond to volumes on the network; the key focus of our approach is to horizon scan and forward plan in such a way that we have guaranteed additional resources in place in readiness.

The focus will be wherever possible to focus on high quality (cut repairs) and resorting to uncut repairs will only be considered if resources are 'overwhelmed' due to exceptional volumes.

The following items indicate how we will offer resilience and resource if required:

Reactive Gang Approach: Increase the number of reactive gangs (sub-contractor) when certain triggers are met. Contractor will ensure this approach is implemented if and when required.


Find and Fix (F&F) resource: We have a dedicated budget for a proactive F&F resource which will commence in December and run until the end of the financial year.

Jet Patcher: We will be keeping a Velocity Jet Patcher up to early January 2024 to help with our proactive approach to pothole repairs.

Winter Service Communications

We have already contacted parishes about salt bin top-ups and plan to have all empty or partially empty bins topped up by the end of October and have updated parishes about this year's winter service and community offer. We liaise with parishes re farmers' agreements to ensure they are up to date.

We undertake publicity which focuses on communications to the wider public about winter service provision and also about the need to drive appropriately according to the conditions.

We publish information about treatment of the network on X (previously Twitter  [@WSHighways](#)) and on the Council's website daily during the winter. There's a video available on [YouTube](#).

Communications for Drainage and Potholes

To ensure that we are in the best position to be aware and responsive to localised issues, focusing on where there are known problems about carriageway condition and drainage, we have a communications strategy in place. This will take the form of:

- Weekly comms meetings with staff and contractors to review performance, resource and whether operational decisions are required to be implemented.

Agenda Item 7
Appendix B

- Briefing the Cabinet Member on key operational decisions and updates which will be circulated to all members as part of a regular update.
- Communications Team and Customer Service Hub to undertake planned communications and regular social media updates on the proactive approach to tackling potholes and working to alleviate drainage issues.
- Updating pothole dashboard on website to keep customers up to date.

It is expected that this approach will allow us to provide clear and consistent communication, internally and externally, during the busiest periods of winter.