

Public Document Pack

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8 June 2023

Performance and Finance Scrutiny Committee

A meeting of the Committee will be held at **11.00 am** on **Friday, 16 June 2023** at **County Hall, Chichester, PO19 1RQ**.

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

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

Tony Kershaw

Director of Law and Assurance

Agenda

Part I

11.00 am 1. **Election of Chairman**

The Committee is asked to elect a Chairman for 2023-24 from the committee members listed below: -

Cllr Baldwin, Cllr Boram, Cllr Britton, Cllr Burrett, Cllr Elkins, Cllr Gibson, Cllr Linehan, Cllr Lord, Cllr McDonald, Cllr McKnight, Cllr Milne,
Cllr Montyn, Cllr Sparkes, Cllr Turley, Cllr Wall.

If the election is contested, a secret ballot will be held in accordance with Standing Order 2.17.

2. **Election of Vice Chairman**

The Committee is asked to elect a Vice-Chairman for 2023-24 from the committee members listed below: -

Cllr Baldwin, Cllr Boram, Cllr Britton, Cllr Burrett, Cllr Elkins, Cllr Gibson, Cllr Linehan, Cllr Lord, Cllr McDonald, Cllr McKnight, Cllr Milne,
Cllr Montyn, Cllr Sparkes, Cllr Turley, Cllr Wall.

If the election is contested, a secret ballot will be held in accordance with Standing Order 2.17.

3. **Business Planning Group Membership** (Pages 7 - 8)

The Committee is asked to review the membership of the Business Planning Group in view of the Chairman and Vice-Chairman appointments.

The Group should have five members including the Committee's Chairman, Vice-Chairman, and two minority group members.

4. **Declarations of Interest**

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

5. **Part I minutes of the last meeting of the Committee** (Pages 9 - 16)

The Committee is asked to agree the Part I minutes of the meeting held on 10 March 2023 (cream paper).

6. **Urgent Matters**

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

7. **Part II matters**

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

8. **Responses to Recommendations** (Pages 17 - 20)

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

- 11.20 am 9. **End of March 2023 (Quarter 4) Quarterly Performance and Resources Report** (Pages 21 - 200)
- A report by the Chief Executive and Director of Finance and Support Services setting out the corporate performance, finance, workforce, risk and capital programme positions as at the end of March 2023.
- The Committee is asked to examine the data and supporting commentary for the Performance and Resources report and make any recommendations for action to the relevant Cabinet Member or Scrutiny Committee.
- 12.50 pm 10. **Scrutiny Annual Report 2022/23** (Pages 201 - 218)
- The Committee is asked to review the Scrutiny Annual Report which summarises the main outcomes of scrutiny, best practice, lessons learnt, and any development issues identified during 2022/23.
- 1.10 pm 11. **Requests for Call-in**
- There have been no requests for call-in to the scrutiny committee within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.
12. **Work Programme Planning and possible items for future scrutiny** (Pages 219 - 232)
- The Committee is asked to review its current draft work programme taking into account the scrutiny checklist (Appendix A) and highlight any further possible items for future scrutiny.
- If any member puts forward such an item, the Committee's role at this meeting is to assess, briefly, whether to refer the matter to its Business Planning Group to consider in detail.
- The Committee is also asked to review the Forward Plan of Key Decisions (Appendix B) and consider whether it wishes to enquire about any of the forthcoming decisions within its portfolio.

1.20 pm

13. **Date of next meeting**

The next meeting of the Committee will be at 10.30am on 7 September 2023 at County Hall, Chichester. Probable agenda items include: -

- End of June 2023 (Quarter 1) Quarterly Performance and Resources Report
- IT Policy and Digitisation Strategy
- Medium Term Financial Strategy
- Skills and Employment
- Pre-decision scrutiny – Centenary House Durrington and the Property Joint Venture

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 22 August 2023.

Part II

14. **Exclusion of Press and Public**

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

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

15. **Part II Minutes of the last meeting of the Committee**
(Pages 233 - 234)

The Committee is asked to agree the Part II minutes of the meeting held on 10 March 2023 (attached for Members of the Committee only, gold paper).

To all members of the Performance and Finance Scrutiny Committee

Webcasting

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Performance and Finance Scrutiny Committee

16 June 2023

Report by Director Law and Assurance

Appointment of the Committee's Business Planning Group

1. Introduction

- 1.1 As set out in the County Council Constitution, each Scrutiny Committee must set up a business planning group (BPG) to oversee the Committee's work programme and prioritise issues for consideration by the Committee.
- 1.2 BPGs should have five members, be cross-party (three members from the majority political group on the County Council and two from the minority group(s)) and include the Chairman and Vice Chairman of the Scrutiny Committee. Other members of the committee may be invited to attend individual meetings as appropriate. The Chairman of the Scrutiny Committee will be the Chairman of the BPG. Membership is reviewed annually. Members should not serve on more than one BPG.
- 1.3 The BPG membership will be agreed at the meeting on 16 June 2023.
- 1.4 BPGs meet approximately quarterly, but they also carry out their work outside meetings (e.g. reviewing and discussing issues via e-mail; virtual meetings using teleconferencing facilities).
- 1.5 The Committee is asked to agree the appointment of five members to the BPG (with the membership as set out in paras 1.2 of this report).

2. Role of Business Planning Group (BPG)

- 2.1 BPG responsibilities include:
 - Overseeing the work programme for the Committee and prioritising issues for consideration by the Committee, including the proposed methodology and time tabling.
 - Agreeing objectives and planned outcomes for agenda items, and any witnesses to be invited and/or any visits or further information required by the Committee prior to its formal scrutiny of an issue.
 - Establishing Scrutiny Task and Finish Groups (TFGs)

3. Implications

- 3.1 There are no resource, risk management, social value, Crime and Disorder Act or Human Rights Act implications arising directly from this report.

Tony Kershaw

Director of Law and Assurance

Contact: Susanne Sanger, Senior Advisor, 03302 222550

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Performance and Finance Scrutiny Committee

10 March 2023 – At a meeting of the Performance and Finance Scrutiny Committee held at 10.30 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Montyn (Chairman)

Cllr Burrett, Cllr Condie, Cllr Elkins, Cllr Gibson, Cllr Kerry-Bedell, Cllr Linehan, Cllr McDonald, Cllr McKnight, Cllr Sparkes, Cllr Turley, Cllr Wall and Cllr Payne

Apologies were received from Cllr Baldwin, Cllr Boram, Cllr Britton and Cllr Hunt

Absent:

Also in attendance: Cllr Marshall and Cllr Waight

Part I

50. Declarations of Interest

50.1 In accordance with the code of conduct, the following personal interest was declared: -

50.2 Cllr Waight in respect of item 6, End of December 2022 (Quarter 3) Quarterly Performance and Resources Report, as a member of Worthing Borough Council.

51. Minutes of the last meeting of the Committee

51.1 Resolved – that the Minutes of the meeting held on 25 January 2023 be approved as a correct record and that they be signed by the Chairman.

52. Responses to Recommendations

52.1 Resolved – that the Committee notes the responses.

53. End of December 2022 (Quarter 3) Quarterly Performance and Resources Report

53.1 The Committee considered the End of December 2022 (Quarter 3) Quarterly Performance and Resources Report from the Chief Executive and Director of Finance and Support Services summarising the positions of finance, performance, risk, and workforce (copy appended to the signed minutes).

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

- The lifespan of pothole repairs can depend on ground conditions and whether or not they are urgent fixes – **Action:** Director of Place Services to provide more detail
- The additional £4.5m in the Highways & Transport budget is for extra pressures in relation to drainage and pot holes, not Operation Watershed which has its own budget

- Congestion on the A27 is the responsibility of National Highways but the Council recognise the issues in relation to emissions and the economy
- Currently there is a statutory instrument in force allowing the Council to keep the Dedicated Schools Grant deficit off its balance sheet, however, if this provision is not extended, the Council will need to bring the deficit back onto the balance sheet which will have a significant impact on Council finances
- Unused non-ring fenced Covid grant money can be carried forward
- The Council is investing in children's homes and doesn't expect any to close
- Pooled funds are long-term investments and are always likely to incur short-term losses
- The relationship between slippage and underspend in the Capital Programme requires clarification – **Action:** Director of Finance and Support Services to provide clarification
- The Capital Programme is funded scheme by scheme taking in to account grants for various individual schemes
- The Council looks at the most cost-effective way to fund each capital project to allow flexibility - this may change over time
- There are a lot of capital programme schemes in the Learning & Skills portfolio showing as red that aren't mentioned in the summary - **Action:** Director of Finance and Support Services to rectify this in future reports
- The boundary between maintenance as part of revenue and investment in new capital facilities as part of capital projects involving special educational needs was unclear - **Action:** Director of Finance and Support Services to provide clarification
- Accelerated capital projects are schemes that have been brought forward - **Action:** Director of Finance and Support Services to clarify the difference between accelerated schemes and overspend in future reports
- There was a query as to why the Capital Programme budget had been accelerated - **Action:** Director of Finance and Support Services report back to the Committee
- Some revenue schemes can be funded by capital receipts
- Explanation of a one-off base budget was sought - **Action:** Director of Finance and Support Services to provide explanation
- All tenders for contracts worth over £500k must have at least 10% social value
- A request was made for details of the properties for which a one-off backdated rates rebate of £600k was received - **Action:** Assistant Director (Property and Assets) to provide details
- There was a query as to whether in-year staffing vacancies in the Leader's portfolio has had any impact on service delivery/performance – **Action:** Leader to investigate
- The decision - Worthing Public Realm Improvements (WPRI) Endorsement design and procurement Railway Approach Scheme – was now due to be taken in April 2023
- Under Key Performance Indicator (KPI) 24 the two Brownfield Land Release Fund bids announced referred to the Tannery, Chichester and the Barton's Primary School site, Bognor Regis

- There was a query as to whether mobile 4G connectivity was a possible alternative for broadband in rural areas – **Action:** Director of Place Services to investigate
- Project Gigabit is a government procurement process - the Council is trying to ensure West Sussex gets good coverage for areas that are hard to reach in terms of connectivity
- Planning permission for digital masts is being refused in the area covered by the South Downs National Park – **Action:** Director of Place Services to investigate
- A new Pulse Survey has been delayed as there was a Health & Wellbeing staff survey recently and an annual staff survey was being considered to replace the multiple pulse surveys each year, this would allow more time for analysis and actions to be implemented before the following survey
- There was a request for analysis of the days lost to sickness in Adults' and Children's Service – **Action:** Director of Human Resources & Organisational Development to provide
- Some staff had been off sick due to long Covid or other illnesses developing as a result of Covid
- There was a query as to whether a monetary figure could be put on days lost due to sickness as in some other authorities – **Action:** Director of Human Resources & Organisational Development to investigate
- It would be difficult to determine a salary as a benchmark figure for a KPI on Agency Matrix spend
- The number of apprentices would be boosted by those starting at the end of March 2023. It is recognised that the majority of current apprentices are employed by the Council already. In future, to encourage a younger workforce, and an apprenticeship first requirement would be used.
- The status of the KPI for rolling 12-month turnover percentage for permanent positions at HAY Grade (or equivalent) and above was queried - **Action:** Director of Human Resources & Organisational Development to investigate
- The number of mental health first aiders was increasing to help staff suffering from long-term anxiety, stress, depression and mental health

53.3 Resolved – that the Committee: -

- Welcomes the report
- Recognises issues around the deteriorating condition of the county's roads (these concerns would be passed to the Chairman of the Community, Highways and Environment Committee) and questioned how the extra budget provision would be spent
- Raises concerns over the continuing issues around the A27 and requests that the Leader lobbies the National Highways Agency about the needs of the community
- Requests that future performance and resources reports include more information on the Capital Programme
- Welcomes the extra workforce information provided in the report

- Requests that more thought and work is done on the financial implications of staff sickness absence with reference to the information provided by other similar councils

54. Smarter Working - Progress Report

54.1 The Committee considered a report by the Director of Place of Services (copy appended to the signed minutes).

54.2 Summary of responses to members comments and questions: -

- The Council's IT/Digital Strategy will ensure that staff have the right IT equipment to work remotely - IT is recognised as a key enabler of the Smarter Working Programme
- The Council has a duty of care for its staff and recognises all points in relation to flexible working
- Display Screen Equipment assessment checks are required to be carried out by staff at their home work stations
- Council staff can work flexibly – this is now included in job adverts
- Where staff live is no longer a barrier to employment and offers greater flexibility for both the Council and the employee. 100% remote working could be an option to consider in future
- All information and formal decisions taken by the Council are recorded and kept for the requisite time regardless of the increase in remote/hybrid working
- The Council was looking at options for Centenary House and Bridge House in Durrington

54.3 Resolved – that the Committee: -

- i. Is pleased with the progress of the Smarter Working Programme
- ii. Recognises IT as a key enabler of the Programme
- iii. Recognises that there are a number of components to smarter working and flexible working practices which will all be considered when taking the programme forward

55. Forward Plan of Key Decisions

55.1 The Committee considered extracts of the Forward Plan of Key Decisions (copies appended to the signed minutes).

55.2 Resolved – That the Committee notes the Forward Plan of Key Decisions.

56. Work Programme

56.1 The Committee considered its Work Programme (copy appended to the signed minutes).

56.2 Resolved – That the Committee notes the Work Programme.

57. Date of next meeting

57.1 The next meeting of the Committee will be held on 16 June 2023 at 11.00am at County Hall, Chichester.

58. Requests for Call-in

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

58.2 The item was introduced by the call-in proposer, Cllr Condie, who gave the following reasons why he felt the decision should be changed: -

- Community interests had not been adequately taken into account
- There was no evidence or rationale in the County Council's view that the community had shown no interest in the site as there was interest from community groups to acquire a strip of garden and an outbuilding that are part of the site
- A request for the partial sale of the site was declined by the County Council even though the strip of garden and outbuilding were of little value and their sale would not delay the process
- Community groups were told that they could bid for the whole site on the open market, but the cost was prohibitive to them

58.3 Cllr Marshall, Leader, gave the following initial response saying that: -

- There had been a lot of correspondence with Cllr Condie since July 2022 on this matter
- The local council did not want to buy the site
- No community group had come forward to express interest in buying the site

58.4 Mr Edwards, Assistant Director (Property & Assets), added the following: -

- The County Council had publicised that it was looking to dispose of the site
- A number of visits to the site took place but when the costs and liabilities were understood potential bidders did not pursue the purchase
- Burgess Hill Town Council was aware of the disposal and had visited the site
- The County Council had looked at getting the best price from the sale of the site and found that if a small section was sold separately it would have a significant impact on the overall sale price therefore, in this case, it was felt that the best course of action was to dispose of the site as a whole

- Local organisations could have asked for the site to be declared as a Community Asset Transfer, but none had

58.5 Summary of responses to members comments and questions: -

- There was no restriction on the future use of the site, subject to planning permission
- There was a view that the sale decision was the best option for the site and that it would raise funds that could be used on council services
- The County Council had a priority in the Council Plan to help communities but a financial input was needed from community groups for matters that were not part of the Council's statutory services
- There had been consultation with community groups over the sale of the site since July 2022
- The County Council had been approached by a number of organisations, but many did not understand the liability of taking on the site e.g. statutory inspection work, then lost interest when they became aware of this
- The County Council did not have any use for the site itself
- The Park Centre, near Marle Place in Burgess Hill, was being offered as a Community Asset Transfer with the support of Burgess Hill Town Council – if taken up this will benefit the community but one bidder has withdrawn its interest due to financial liability issues

58.6 Resolved - that under Section 100(4) of the Local Government Act 1972, the public be excluded from the meeting for the following section of the item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I, of Schedule 12A, of the Act by virtue of the paragraph specified under the item and that, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

58.7 Summary of discussion held in private – the Committee: -

- Recognised the wider social value context of asset sales in general
- Suggested that when the sale was complete that the new landowner could be put in contact with any interested community groups – this was raised in relation to the partial sale of the community garden
- Supported the unrestricted usage sale of the asset

58.8 Summary of discussion held in public – the Committee:-

- Noted the communication and publicity undertaken with community groups ahead of the sale
- Recognised the need to make best use of resources and that the sale aligns with the key priorities of the Council Plan
- Supports the community engagement that takes place currently and supports this continuing in future for all asset disposals

58.9 Resolved – that the Committee supports the decision by the Cabinet Member for Finance and Property concerning the Freehold Disposal of Marle Place, 171 Leylands Road, Burgess Hill, West Sussex, RH15 8HZ

The meeting ended at 1.27 pm

Chairman

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Responses to Recommendations

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
End of December 2022 (Quarter 3) Quarterly Performance and Resources Report	10/3/23	Recognises issues around the deteriorating condition of the county's roads (these concerns would be passed to the Chairman of the Community, Highways and Environment Committee) and questioned how the extra budget provision would be spent	Chairman of the Community, Highways and Environment Committee			Ongoing
End of December 2022 (Quarter 3) Quarterly Performance and Resources Report	10/3/23	Raises concerns over the continuing issues around the A27 and requests that the Leader lobbies the National Highways Agency about the needs of the community	Leader		Following on from the Performance and Finance Scrutiny Committee meeting of 10 March the Leader wrote to National Highways and the Secretary of State regarding the A27 Arundel Bypass on 31 March receiving a response on 13 April. The response from the Minister for Roads and Local Transport recognises the	Completed for 16/6/23

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
					<p>importance of the scheme and explains that the decision to defer the scheme was taken to manage the public finances and provide additional time to address design issues. We continue to actively engage with National Highways on this issue and expect to discuss next steps imminently.</p> <p>More recently the Council has submitted our <u>response</u> to the National Highways consultation on options for the A27 Worthing and Lancing scheme.</p> <p>We will continue to engage with National Highways regarding the need for A27 improvements that address congestion. Whilst the A27 is the</p>	

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
					<p>responsibility of National Highways, the Council recognises the impacts of A27 congestion on our communities, the environment, the health of our residents and our economy.</p> <p>Improvements to the A27 trunk road and shared transport and active travel improvements at Chichester, Arundel, Worthing and Lancing are priorities in the <u>West Sussex Transport Plan 2022-36</u>. The improvements are needed to increase capacity, improve reliability and safety and to help increase the competitiveness of local businesses and attract investment.</p>	

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
End of December 2022 (Quarter 3) Quarterly Performance and Resources Report	10/3/23	Requests that future performance and resources reports include more information on the Capital Programme	Director of Finance & Support Services		This is noted and will be addressed as part of future reports.	Completed for 16/6
End of December 2022 (Quarter 3) Quarterly Performance and Resources Report	10/3/23	Requests that more thought and work is done on the financial implications of staff sickness absence with reference to the information provided by other similar councils	Director of Human Resources & Organisational Development		A verbal update will be provided at P&FSC on Friday 16th June	Completed for 16/6/23

Performance and Finance Scrutiny Committee

16 June 2023

End of March 2023 (Quarter 4/End of Year) Performance and Resources Report – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

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

The report (Annex B) reflects the position at the end of March 2023 and reports the Quarter 4/end of year 2022/23 position.

Of the 52 performance measures 46 are reporting an end of year position. Of these 46 measures 63% of measures are reporting as 'green', 15% as 'amber' and 22% as 'red'. 6 measures are awaiting up-dates.

The provisional outturn position for 2022/23 is a balanced budget. There is a reported £10.541m over-spend in the portfolio budgets which is planned to be balanced by additional business rates, investment income and use of the General Contingency and Inflation Contingency Reserve.

The PRR includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including workforce and the transformation programme.

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

The Cabinet meeting on 20 June will approve the Quarter 4 Performance and Resources Report.

Focus for scrutiny

The Committee is asked to consider the PRR (the Annex report attached). The committee's role is to monitor performance, finance and risk to identify any priorities for action by the Cabinet Member or senior officers or for including on the committee's work programme for more in-depth scrutiny. Questions should be kept within the remit of the committee at a strategic level. Key lines of enquiry for scrutiny include:

- Whether the report provides all the information necessary to enable effective and efficient scrutiny and addresses the concerns raised at previous meetings of the Committee; including the economy, cyber security, workforce and the capital programme
- Assess the performance indicators and measures identified as most critical to the focus of the committee and whether the narrative provides assurance about the position presented and likely outcomes. Issues recognised previously by the committee as priorities to monitor include the economy and workforce indicators
- Identify any areas of concern in relation to the Risk Register and assess plans in place to mitigate key corporate risks, particularly in relation to the financial resilience of the Council and recruitment and retention
- The effectiveness of measures taken to manage the Council's financial position and any non-delivery of identified savings
- Using all the information presented to the committee, identify any issues needing further in-depth scrutiny relevant to the committee's portfolio area of responsibility (where there are outcomes scrutiny may influence/add value)
- Identification of:
 - a) Any specific areas for action or response by the relevant Cabinet Member
 - b) Any issues for further scrutiny by one of the other scrutiny committees as appropriate

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

1. Background and context

- 1.1 The Performance and Resources Report (PRR) is designed to be used by all scrutiny committees as the main source of the County Council's performance information.
- 1.2 Annex A – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report which are expected to be reviewed by the different scrutiny committees.
- 1.3 The County Council is focused on delivering the four priorities as set out in the Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change.
- 1.4 In the fourth quarter/end of year, 46 out of 52 measures reported are:
- 63% (29 measures) as 'Green'
 - 15% (7 measures) as 'Amber'
 - 22% (10 measures) as 'Red'

- 1.5 There are currently 6 measures awaiting up-dates, of these 2 are forecast to be 'green' and 4 as 'amber'.
- 1.6 There are 12 workforce indicators one of which is reporting as 'red' rated. This is in relation to the number of new apprentice starters. The target was for 113 new starters with 85 actually starting. There is also one measure reporting as 'amber' in relation to levels of sickness absence.
- 1.7 A review of indicators has taken place to ensure they remain fit for purpose. Three measures are being recommended to Cabinet for revision, Annex C. This includes the square metres of operational property which has new targets to reflect the current position.
- 1.8 The overall revenue outturn position is a balanced budget. The net spend for 2022/23 is £654.643m. The capital programme spend for 2022/23 is £124.7m, this is higher than the agreed programme (£120.3m). There remains a number of key financial issues including; increasing inflation affecting prices of energy, goods and services, uncertainty of demand in adults and children's, non-delivery and delays in achieving savings and recruitment and retention issues within the workforce.
- 1.9 2022/23 had a savings target of £23.4m; £11m planned for 2022/23 plus £12.4m outstanding savings from 2020/21 and 2021/22. Of this £13.3m has been achieved with £10.1m (43%) undelivered. It is expected that these savings will be achieved in 2023/24.
- 1.10 Appendix 4 is the Corporate Risk Register. This has been up-dated since quarter 3 with some changes including the reduction in the severity of some risks in relation to Children's Services due to the recently received Ofsted report. There are two new risks included in relation to climate change monitoring and mitigation.
- 1.11 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Annex A – How to Read the Performance and Resources Report

Annex B – Performance and Resources Report – End of March 2023

Agenda Item 9

Section 1: Adults Services Portfolio – Summary

Section 2: Children and Young People Portfolio – Summary

Section 3: Learning and Skills Portfolio - Summary

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

Section 5: Environment and Climate Change Portfolio – Summary

Section 6: Finance and Property Portfolio - Summary

Section 7: Highways and Transport Portfolio - Summary

Section 8: Leader Portfolio (including Economy) - Summary

Section 9: Public Health and Wellbeing Portfolio - Summary

Section 10: Support Services and Economic Development Portfolio - Summary

Appendix 1: Revenue Budget Monitor and Reserves

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

Appendix 3: 2022-23 Outturn Capital Monitor

Appendix 4: Corporate Risk Register Summary

Appendix 5: Workforce Information

Annex C – Proposed Amendments to KPIs on the Council Plan 2023-24

Background Papers


None

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:

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

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

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

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

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

Scrutiny Committee Documents

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

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

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

PRR Matrix – Documents for Scrutiny Committees

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

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers

Performance and Resources Report – March 2023

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

Introduction

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

National Context

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

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

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

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

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

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

Table 1 – Inflation Table - CPI and RPI Rates

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

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

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

Performance Summary - Our Council Plan

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

Table 2 – Performance by Portfolio/ Priority

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

Key:

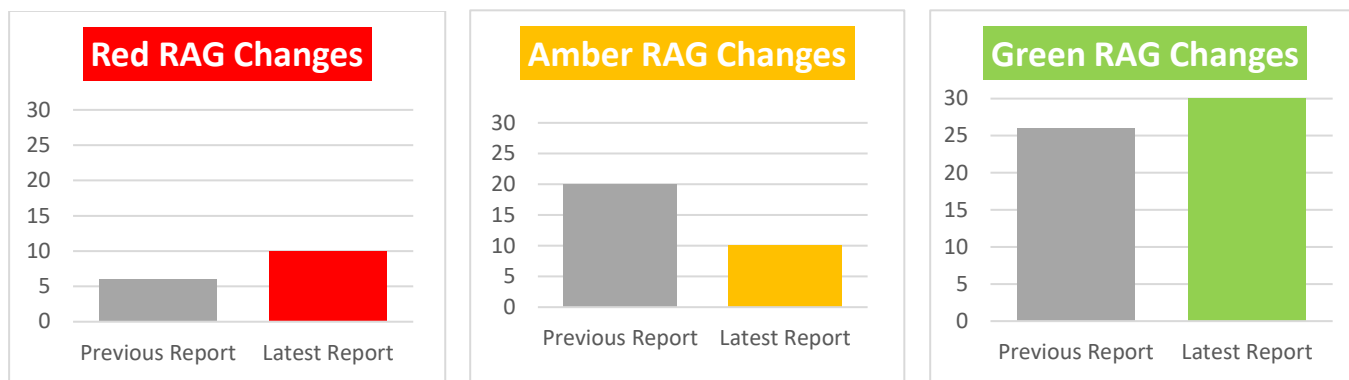
	Cells highlighted in blue indicate the KPIs which include a Climate Change (CC) measure. Overall, there are three Climate Change measures.
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18. **Table 3** and **Graph 1** below provides a comparison of the latest RAG status on the 52 measures with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

Graph 1 – Performance Comparison With Previous Reporting Period



Table 3 – Performance Comparison With Previous Reporting Period



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

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

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

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

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

Performance Summary by Priority

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

Keeping People Safe from Vulnerable Situations

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

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

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

A Sustainable and Prosperous Economy

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

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

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

Helping People and Communities Fulfil Their Potential

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

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

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

Making the Best Use of Resources

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

Responding to the Challenges Posed by Climate Change

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

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

Finance Summary

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

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

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

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

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

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

Contingency Budget Summary

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

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

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

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

Contract Inflationary Pressures

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

Pay Inflation

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

Increase in Doubtful Debt Provision

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

Agenda Item 9

Annex B

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

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

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

Carry Forward Requests

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

Table 6 – Summary of Carry Forward Requests

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

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

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

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

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

Covid-19 Grant Overview

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

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

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

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

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

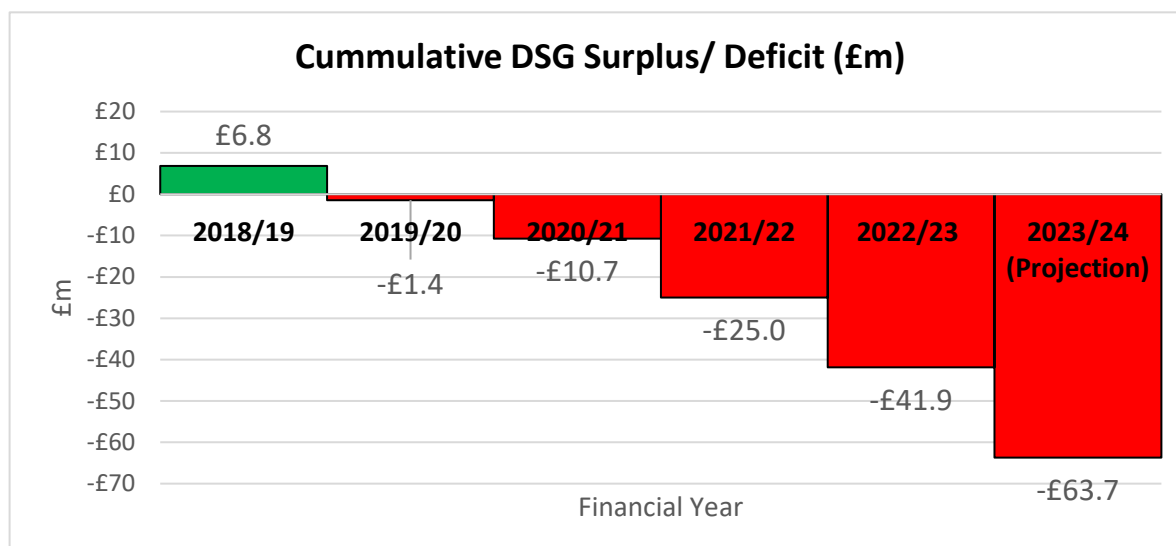
Financial Outturn – Service Portfolios

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

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

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

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



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

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

Savings Update

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

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

Table 9 – Savings by Portfolio

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

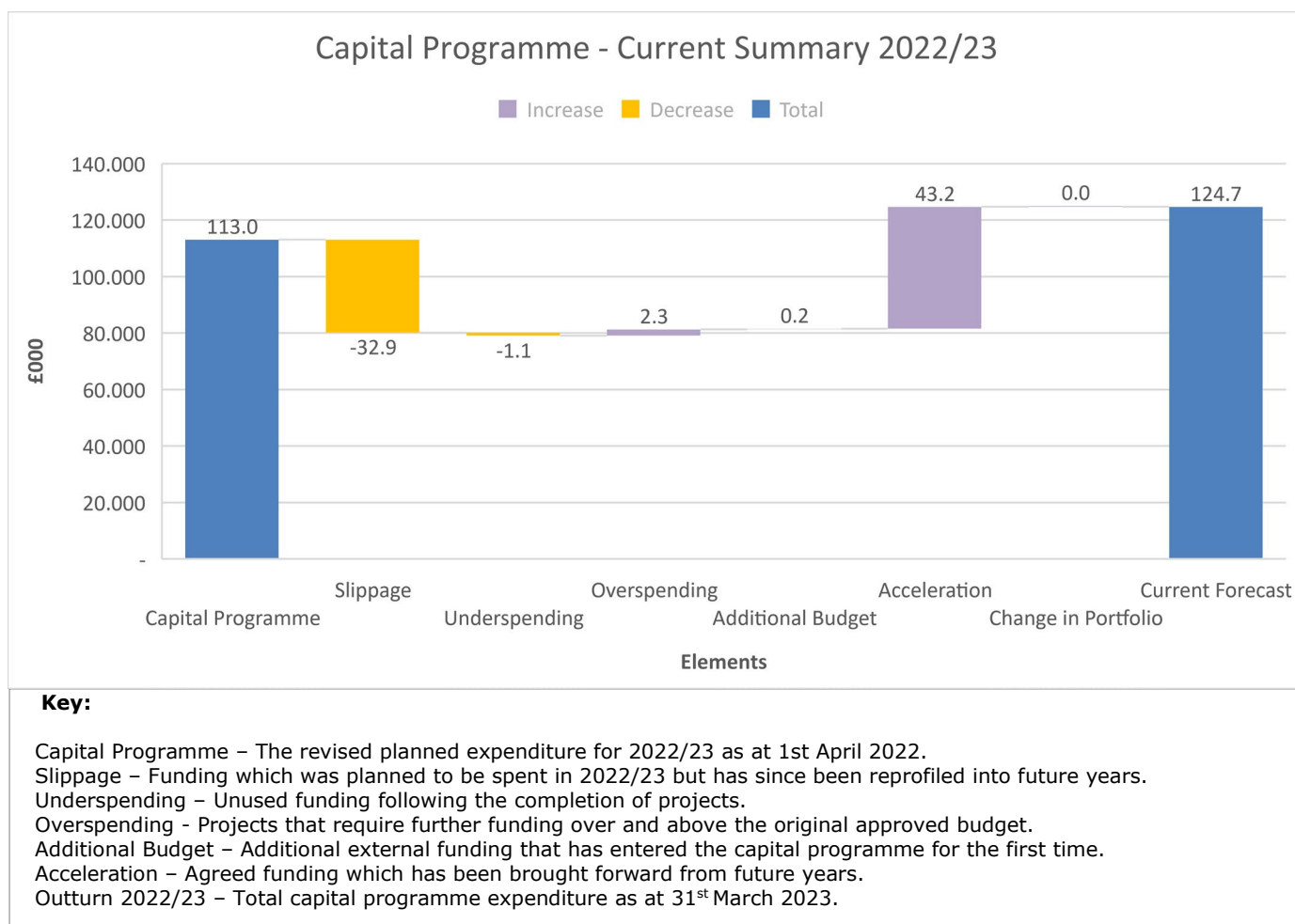
Savings Key:

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

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

Graph 3 – Capital Programme



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

Table 10 – Listing of Main Capital Programme Projects by Portfolio

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

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

Capital Programme Inflation Risk

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

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

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

Transformation Projects

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

Corporate Risk

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

Table 11 – Corporate Risk Updates

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

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

Workforce

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

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

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

Sections and Appendices

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

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

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Adults Services Portfolio – Summary

Performance Summary

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

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

Our Council Performance Measures

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

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

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

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Key:

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

Financial Narrative on the Portfolio's Position

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

Older People

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

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

Lifelong Services

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

Summary

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

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- £1.3m. New pay grades for social workers and occupational therapy. The budget recognised the potential full cost of the arrangements that were introduced in May, whereas staff will reach the top of their new pay scales over a longer period.
 - £0.9m. Reduction in the reablement block contract because of capacity constraints facing the provider and as actual activity was below that reduced sum.
 - £0.8m. Underspending on community equipment.
 - £4.7m. Application of funding within the Improved Better Care Fund.
 - £3.0m. Other funding opportunities, including in relation to the Better Care Fund where there was an increase in the County Council's allocation for protection of social care.
13. Following the use of these mitigations, an overspend of £3.4m remained which has been funded through the Covid-19 non-ringfenced grant because of the on-going impacts that the pandemic is still having, particularly in terms of the cost of care.
14. The level of the underlying risk which transfers into 2023/24 is in the region of £5.9m. When combined with savings risks that makes for a challenging outlook, especially as market and workforce impacts are highly unlikely to lessen during the short term.

In-year Revenue Grant Update

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

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

Proposed Carry Forward Requests

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

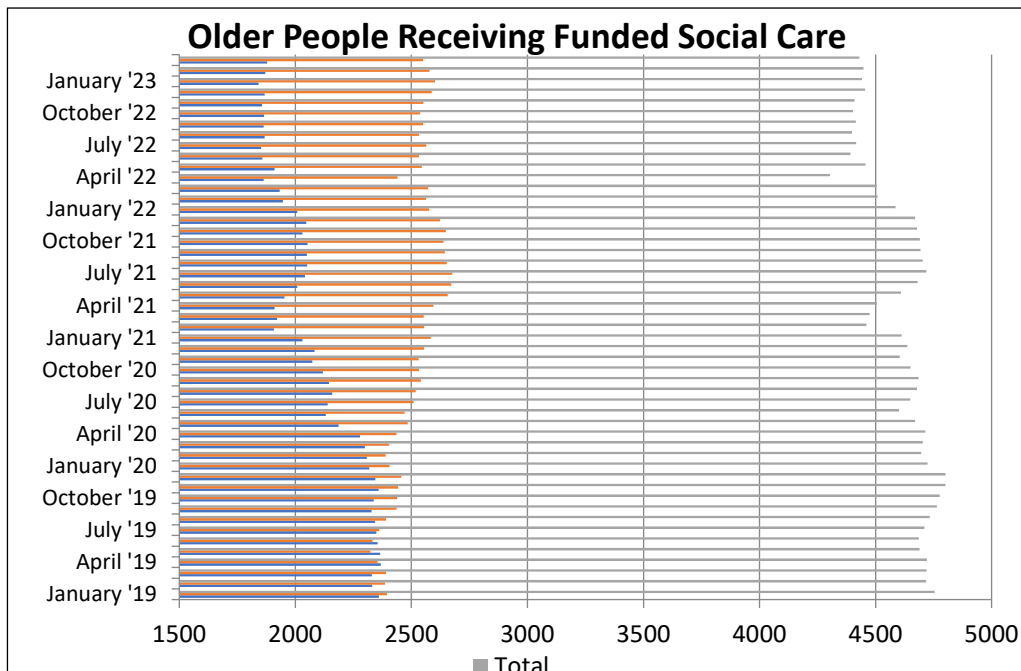
2022/23 Carry Forward Requests	Amount
<p>Domestic Abuse Grant - Domestic Abuse Bill - There have been delays in the use of some of the grant due to the needs assessment and strategy not being completed until January 2022 and further delays in 2022/23 following the change in Domestic Abuse provision (move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

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

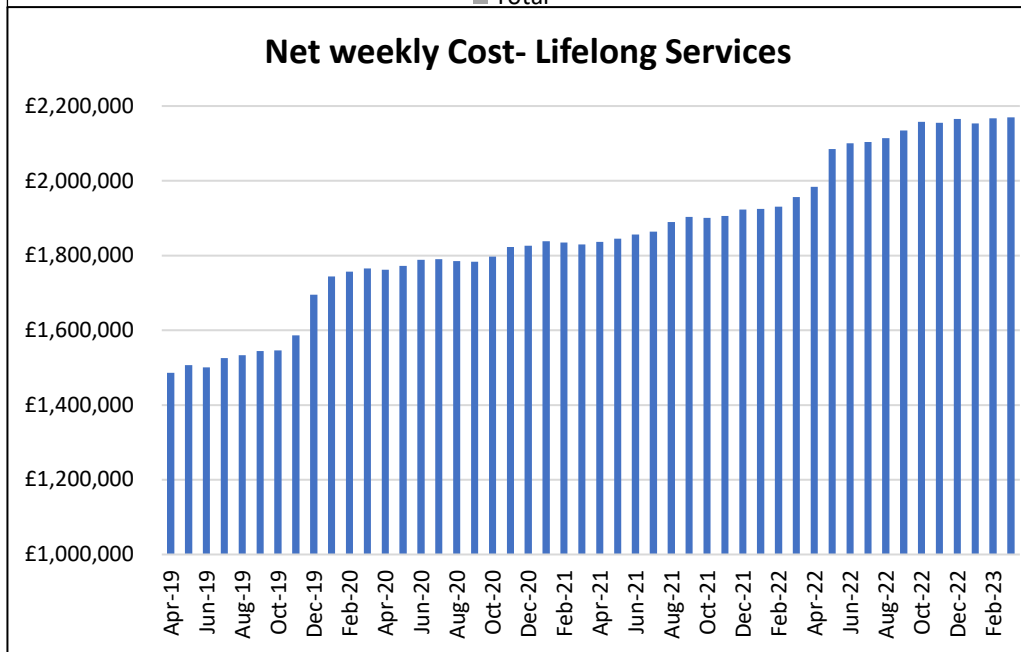
2021/22 Carry Forward Available In 2023/24	Amount
<p>Domestic Abuse Grant - Domestic Abuse Bill. As described above, grant funding has currently been confirmed for four years; therefore, it is requested that all unspent funds are allocated into a specific Domestic Abuse Reserve to enable the planned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

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

Cost Driver Information



The County Council’s case management system shows the number of customers with a care package fell by 75 in 2022/23, however the graph understates the true position because of the lag between a care package being put in place for a customer and all the associated administration being completed.



This graph shows the net weekly cost of Lifelong Services care packages since April 2019. After allowing for the price uplifts agreed by the County Council for 2022/23, this graph suggests a position which is relatively stable, once known changes are taken into account.

Savings Delivery Update

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

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

Savings Key:

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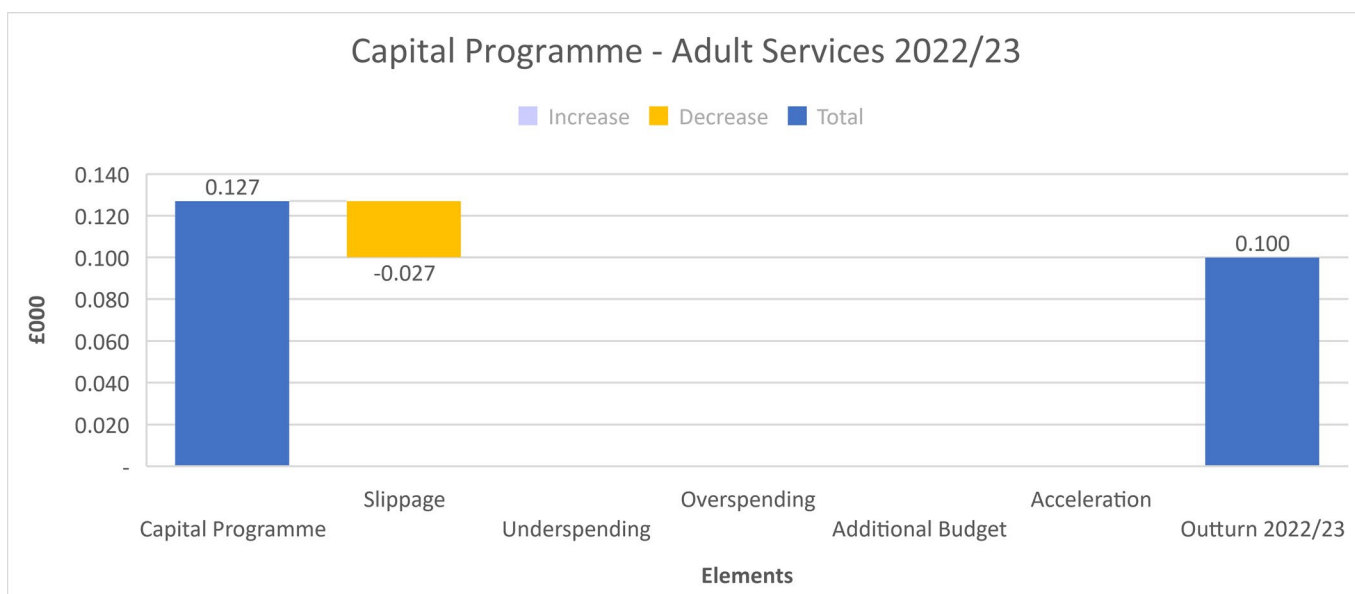
Capital Programme

Performance Summary - Capital

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

Finance Summary - Capital

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



Key:

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

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

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

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

Risk

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

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

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

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Children and Young People Portfolio – Summary

Performance Summary

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

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

Our Council Performance Measures

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

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

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

Finance Summary

Portfolio in Year Pressures and Mitigations

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

Key Financial Issues and Risks Arising

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

Key:

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

Financial Narrative on the Portfolio's Position

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

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

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

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

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

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

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

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

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

Children First Improvement Plan

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

Outlook For 2023/24

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

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

In-year Revenue Grant Update

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

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

Proposed Carry Forward Requests

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

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

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

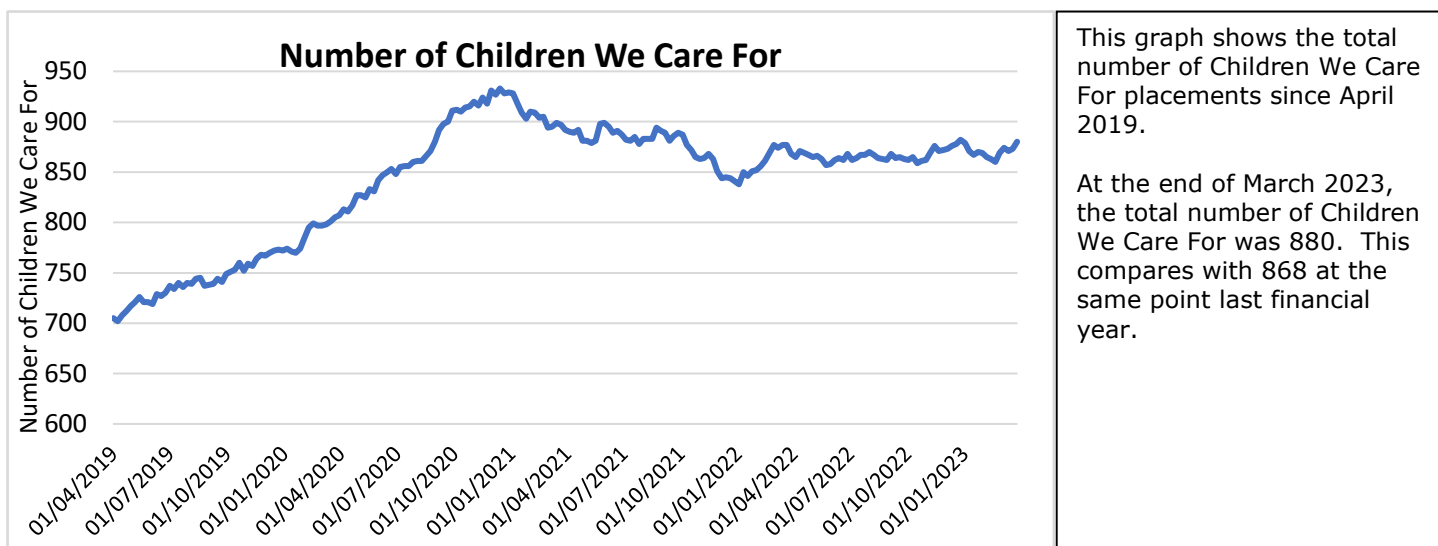
2021/22 Carry Forward Available In 2023/24	Amount
West Sussex Safeguarding Children’s Partnership Funding – Funds are required to continue with the improvement plan which is currently underway.	£80,000

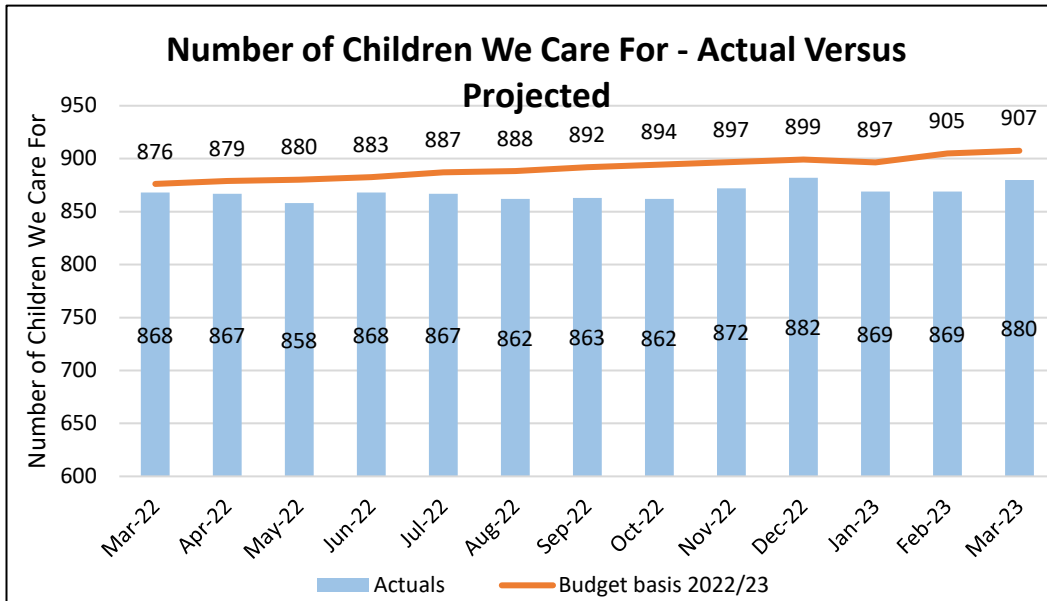
20. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward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

Covid-19 Expenditure Update

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

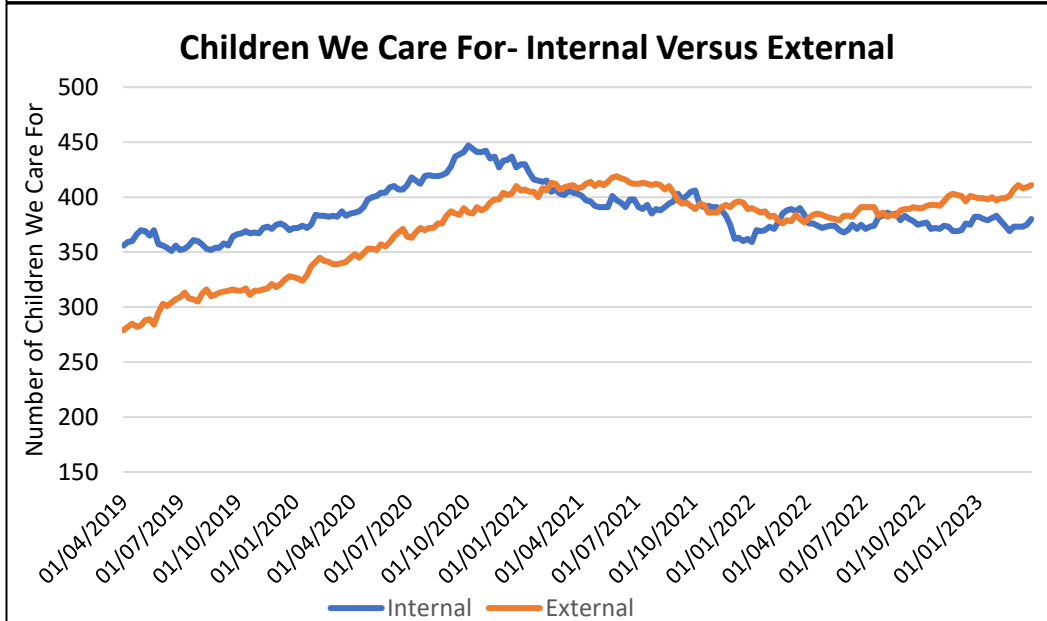
Cost Driver Information



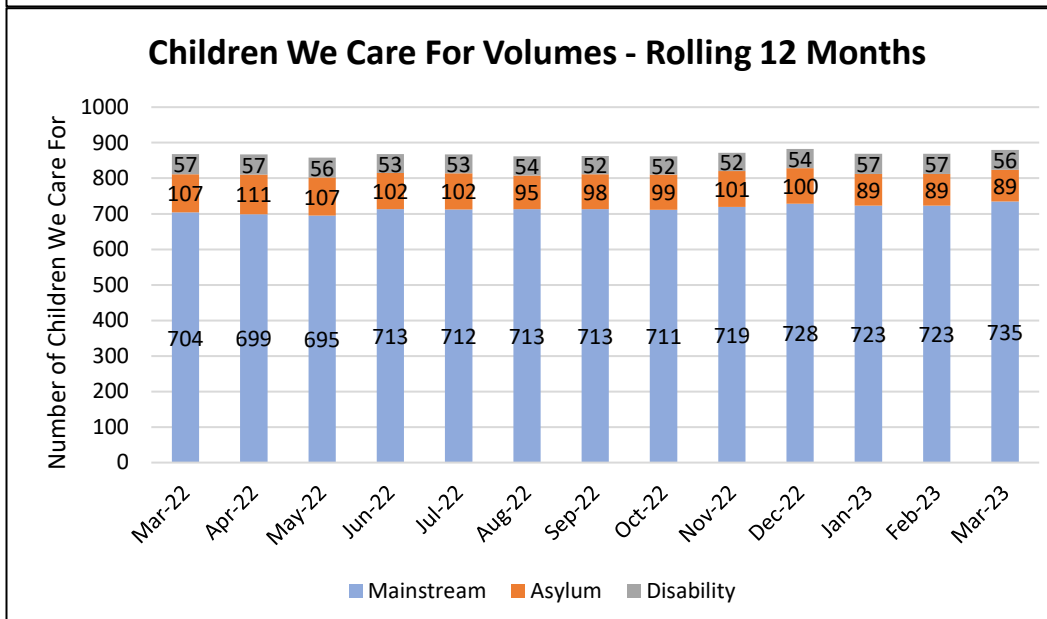


This graph shows the number of Children We Care For (excluding Asylum) placements compared to the budgeted expectation.

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



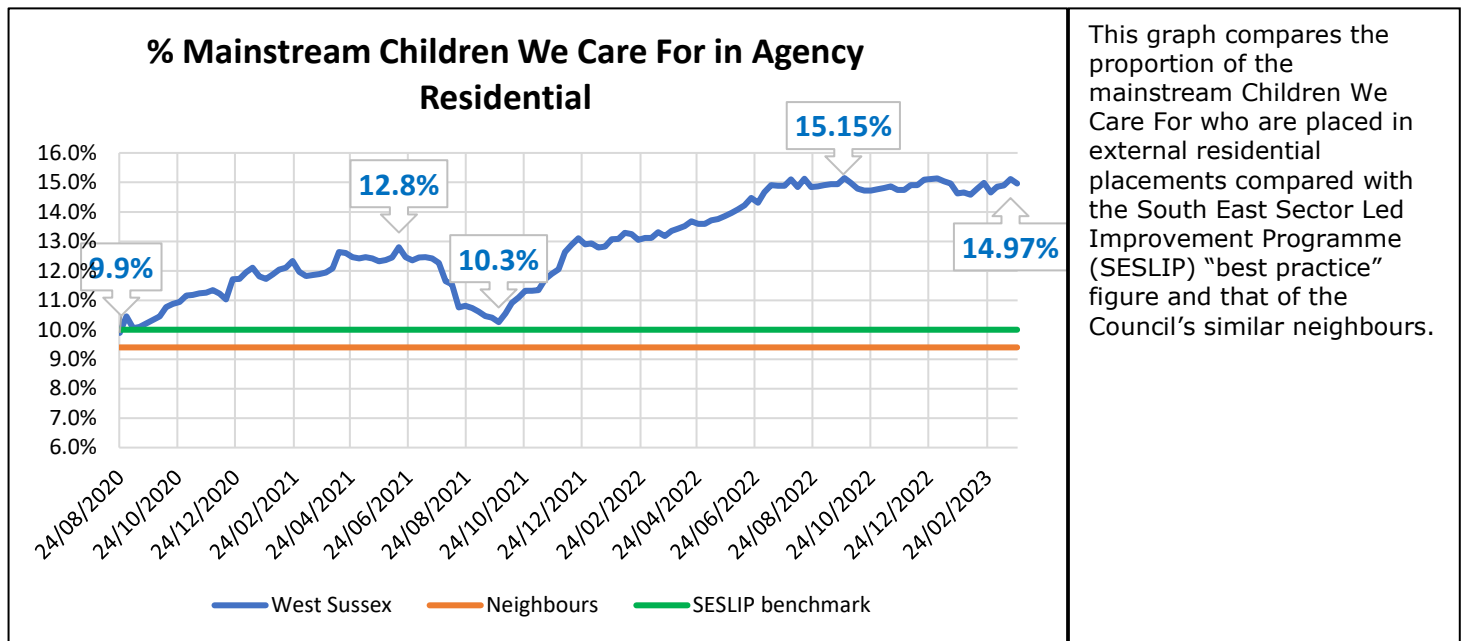
This graph shows the internal and external placement mix of Children We Care For since April 2019.



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

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

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



Savings Delivery Update

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

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

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

Savings Key:

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

Performance Summary - Capital

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

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

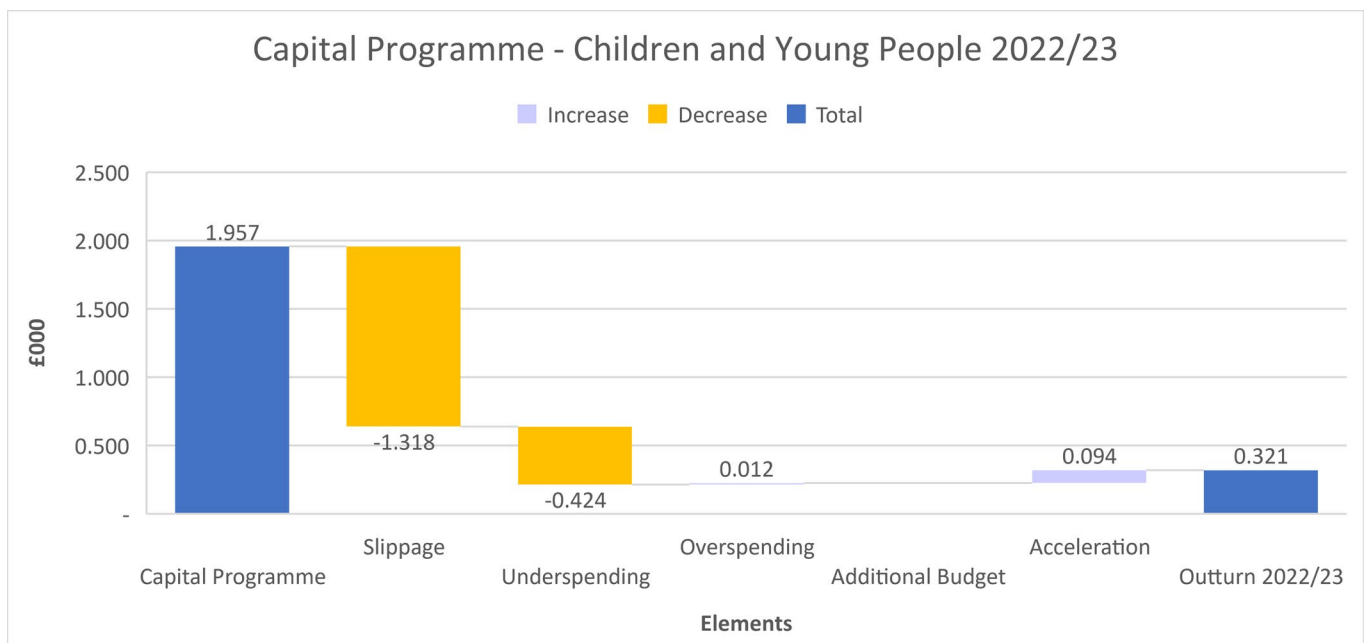
27. A number of capital schemes have completed during the 2022/23 financial year, these include:

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

Finance Summary - Capital

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

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



Key:

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

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

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

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

Risk

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

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR61	A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.	15	10
CR69	Children's Services have now moved out of special measures as a result of the recent Ofsted inspection. However, ILACS have outlined areas that require further development. If the Council stall in their efforts to implement the planned improvements, there is a risk that the service will fail to progress all areas to a 'good' rating within a sustainable timeframe.	15	10

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Risk No.	Risk Description	Previous Quarter Score	Current Score
CR72	The government have stipulated that from 9 th September 2021, children in care under 16 will not be allowed to be accommodated in unregulated placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs , which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.	12	8

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

Learning and Skills Portfolio - Summary

Performance Summary

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

Our Council Performance Measures

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

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

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

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations (Local Authority)

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

Dedicated Schools Grant - Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising (Local Authority)

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

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

Key:

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

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

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

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

Key:

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

Financial Narrative on the Local Authority Portfolio's Position

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

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

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

Financial Narrative on the Dedicated Schools Grant Position

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

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

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

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

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

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

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

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

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

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

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

In-year Revenue Grant Update

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

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

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

Proposed Carry Forward Requests

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

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

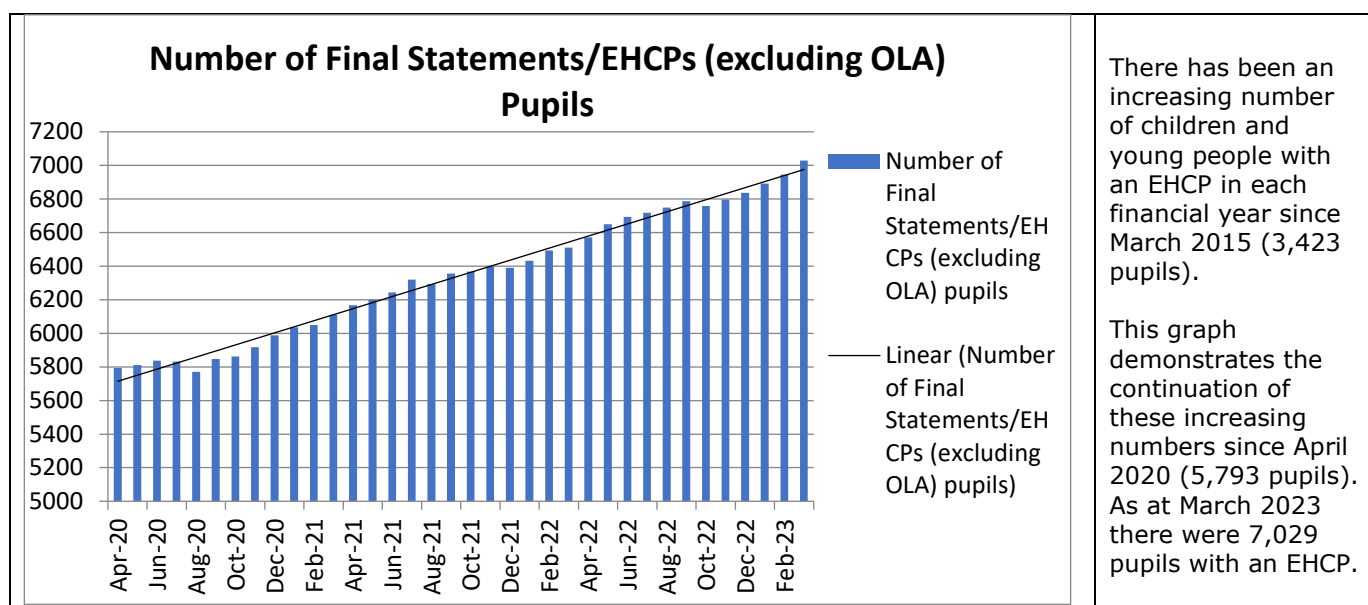
2022/23 Carry Forward Requests	Amount
Early Years Training Grant -Professional Development Programme - The objective of this grant is to equip early years practitioners and teachers to provide high quality support and teaching on early language, early maths and Personal, Social and Emotional Development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

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

Covid-19 Expenditure Update

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

Cost Drivers Information



<h3 style="text-align: center;">Net Total of New EHCPs</h3> <p>Legend: ■ Net new statements/EHCP's cum 20/21 ■ Net new statements/EHCP's cum 21/22 ■ Net new statements/EHCP's cum 22/23</p>	<p>The net growth in the number of pupils with an EHCP has continued to grow at a faster rate since the Covid pandemic in 2020, and the 519 increase over the last year is on a par with the level of annual growth in 2019/20 (518).</p>
<h3 style="text-align: center;">Average number of weeks to issue Final EHCPs</h3> <p>Legend: ■ Average number of weeks to issue Final EHCPs — Rolling year average</p>	<p>During January, only four EHCPs have been issued within the 20-week statutory deadline.</p> <p>As at the end of January 2023, the average number of weeks to issue final EHCPs has increased to 36.1 weeks.</p>
<h3 style="text-align: center;">Net Change in Independent and Non-Maintained Placements</h3> <p>Legend: ■ Net Chg Cum INMS placements 20/21 ■ Net Chg Cum INMS placements 21/22 ■ Net Chg Cum INMS placements 22/23</p>	<p>Although total EHCP numbers have gone up by 8% so far this year, the number of pupils in Independent and Non-maintained Sector (INMS) settings has risen by 14.4%</p> <p>These placements are the most expensive (at an average cost of £50k per annum) and have increased by 296 from 522 to 818 over the last three years.</p>

Savings Delivery Update

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

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

Savings Key:

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

Performance Summary - Capital

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

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

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

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

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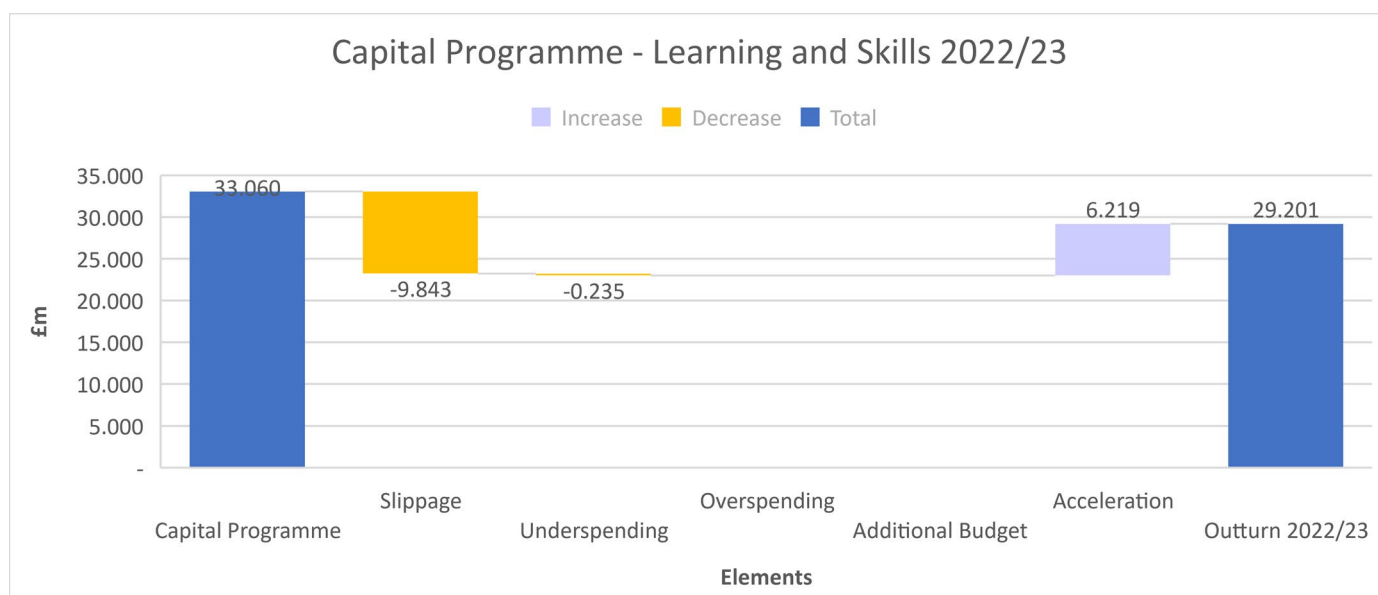
Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
S106 River Beach Primary School Construction of new bulge class	BLUE	Practical Completion achieved.	BLUE	Operations and Maintenance Manual being updated for handover to WSCC.
S106 Slinfold Permanent 2-class extension (replacing life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

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

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

Finance Summary - Capital

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



Key:

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

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

Underspending – Unused funding following the completion of projects.

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

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

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

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

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

- **Slippage: (-£9.843m). Movement since Q3 report: (-£7.924m).**
 - **Woodlands Meed College - (-£4.080m)** – A revised phasing of this project by the contractor has led to the required reprofiling of the project into future years. In addition, the redesign of the lift have also been a factor.
 - **Bedelands Academy – (-£0.793m)** - Following appointment of the contractor, more accurate information has been received therefore funding has been reprofiled into future years.
 - **St Margaret’s SSC – (-£0.341m)** - An extension of time to the tender return period has adding delays to the tender evaluation process. Consequently, this has delayed the construction start date resulting in £0.324m being reprofiled into future years.
 - **West Park SSC - (-£0.347m)** - An extension of time to the tender return period has adding delays to the tender evaluation process. Consequently, this has delayed the construction start date resulting in £0.344m being reprofiled into future years.
 - **St Phillip Howard – (-£0.370m)** – This school managed project is currently on hold as the current cost estimates received are too high. The school are revisiting the scope of the project with the scheme not starting until the project can be fully funded. Funds have been profiled into future years.
 - **Edward Bryant SSC – (-£0.266m)** – Construction will now start in the next financial year therefore funding has been reprofiled into 2023/24.
 - **QE2 – (-£0.272m)** - Drainage work and UK Power network works have been rescheduled to start in the new financial year. Funding has been reprofiled into 2023/24.
 - **Slinfold – (-£0.195m)** - A six-month delay to the overall programme has arisen due to ecological issues (newts). Construction will now start in 2023/24, therefore funding has been reprofiled into the 2023/24 financial year.
 - **Downlands – (-£0.188m)** - The tender period has been extended which has led to delays in the works programme. Funding has been reprofiled into 2023/24.

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

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

Grants Update - Capital

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

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

Risk

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

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

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

Fire and Rescue Service

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

Community Support

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

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

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

Our Council Performance Measures

Fire and Rescue Service Performance Measures

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

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

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

Community Support Performance Measures

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

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

Fire and Rescue Service

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

Community Support

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

In-year Revenue Grant Update

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

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

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

Proposed Carry Forward Requests

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

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

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

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

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

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

Covid-19 Expenditure Update

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

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

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

Savings Delivery Update

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

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

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

Capital Programme

Performance Summary - Capital

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

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

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

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

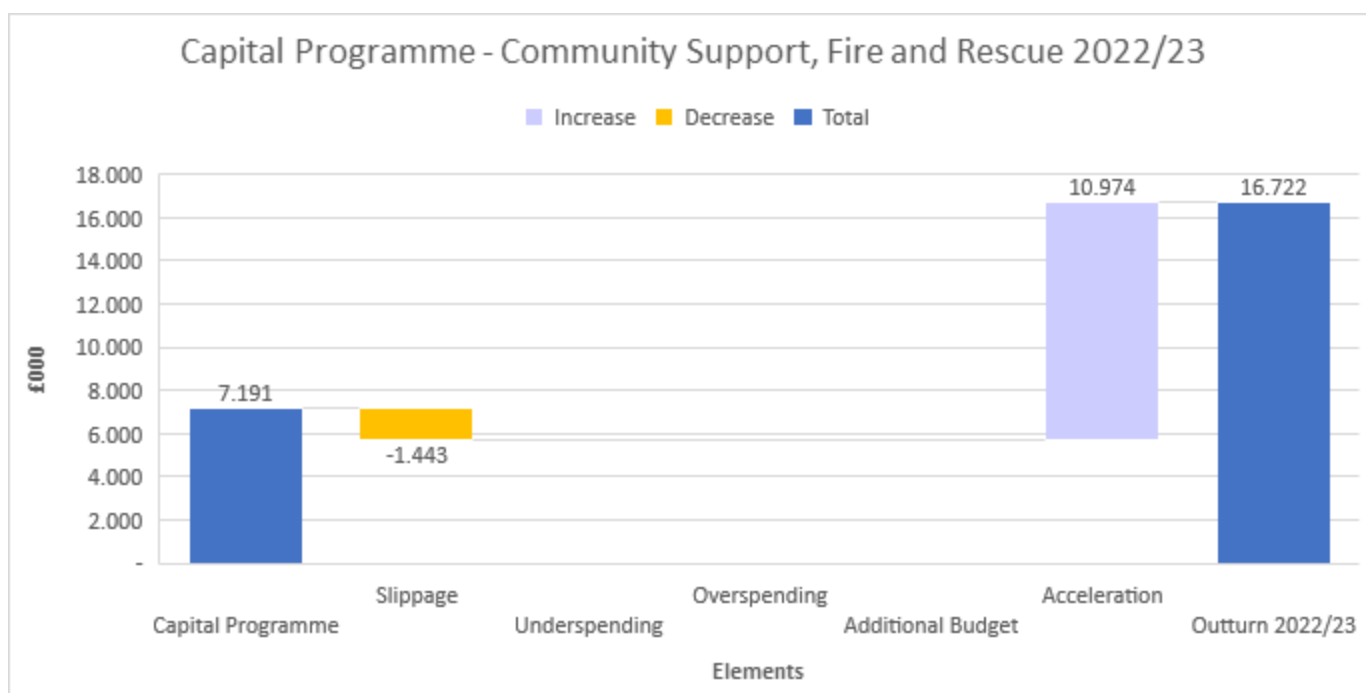
Finance Summary - Capital

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

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

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



Key:

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

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

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

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

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

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

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

Risk

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

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

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Environment and Climate Change Portfolio - Summary

Performance Summary


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


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

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

Our Council Performance Measures

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

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

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

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

In-year Revenue Grant Update

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

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

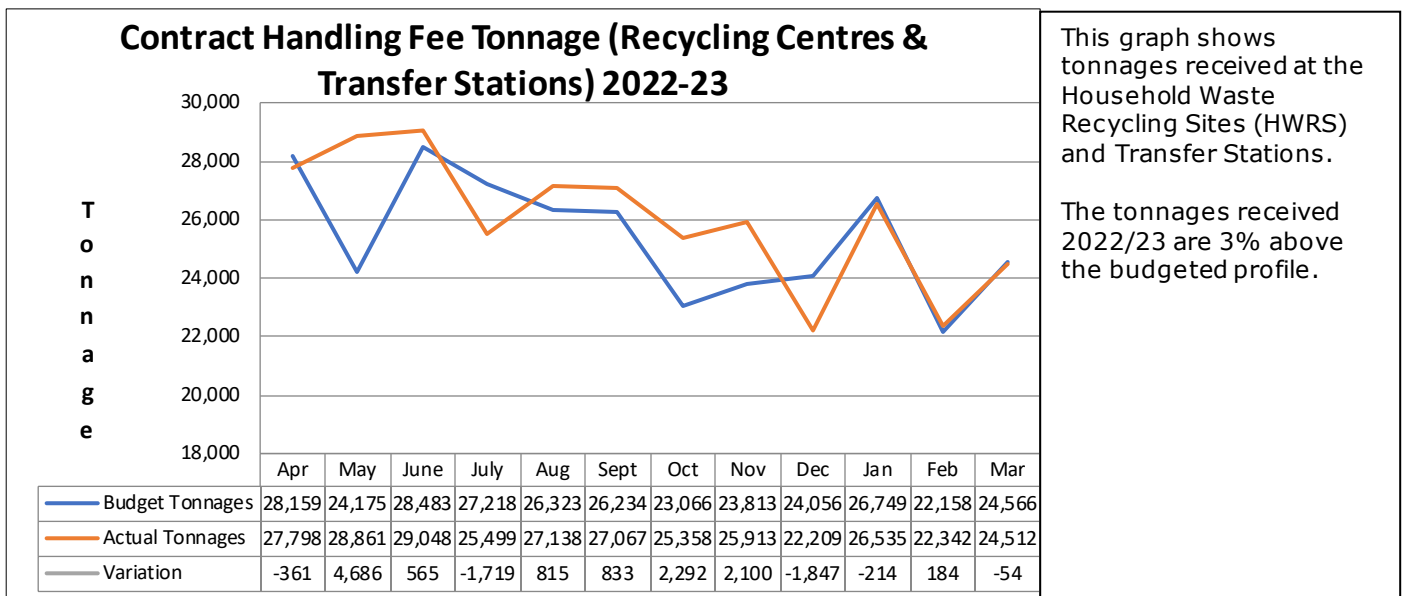
Proposed Carry Forward Requests

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

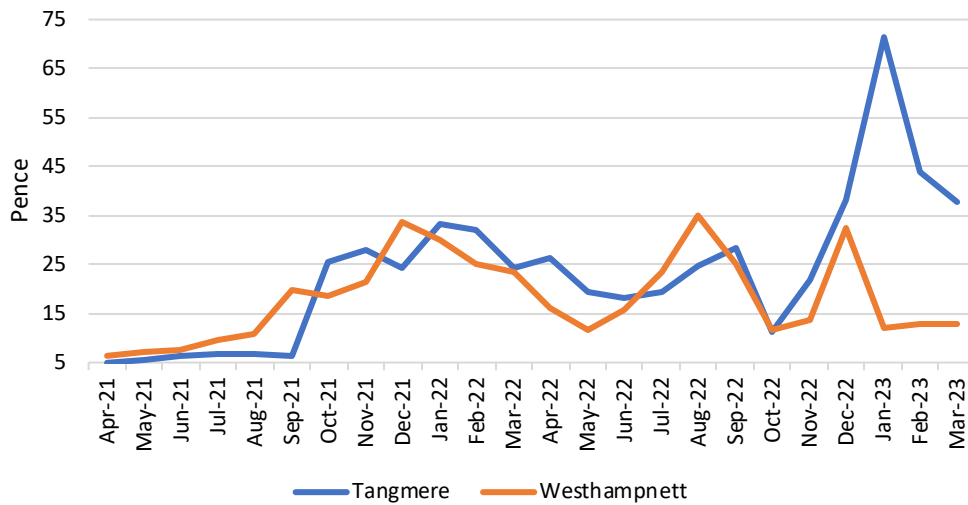
2022/23 Carry Forward Requests	Amount
Planning Services - Local Nature Recovery Strategy - Grant funding has been provided by Defra to build capacity to deliver the new responsibilities on Planning Authorities under the Environment Act 2021, which are expected to be rolled out during 2023. Local Nature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

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

Cost Driver Information



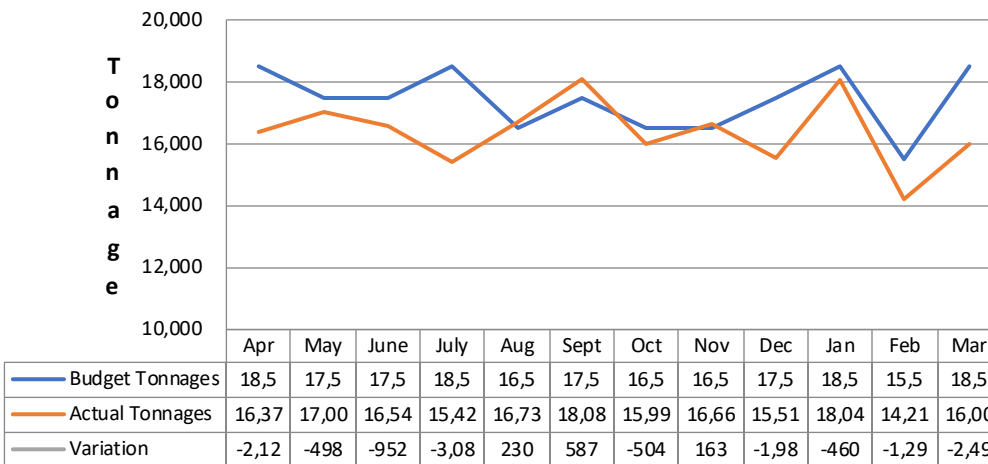
Solar Farm Income Unit Rate - Pence Per kWh



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

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

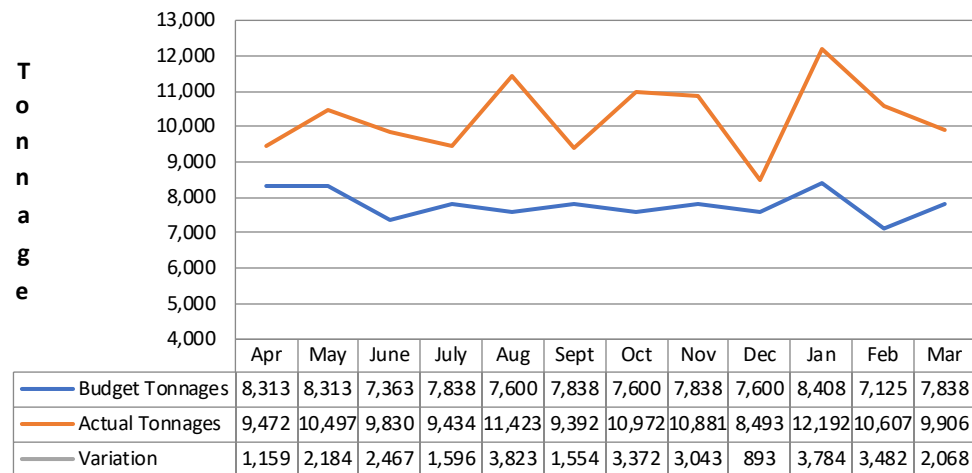
Monthly Tonnage Profile and Actual Waste Entering the MBT and Waste Sent Direct to Landfill 2022/23



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

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

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



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

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

Savings Delivery Update

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

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

Savings Key:

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

Performance Summary - Capital

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

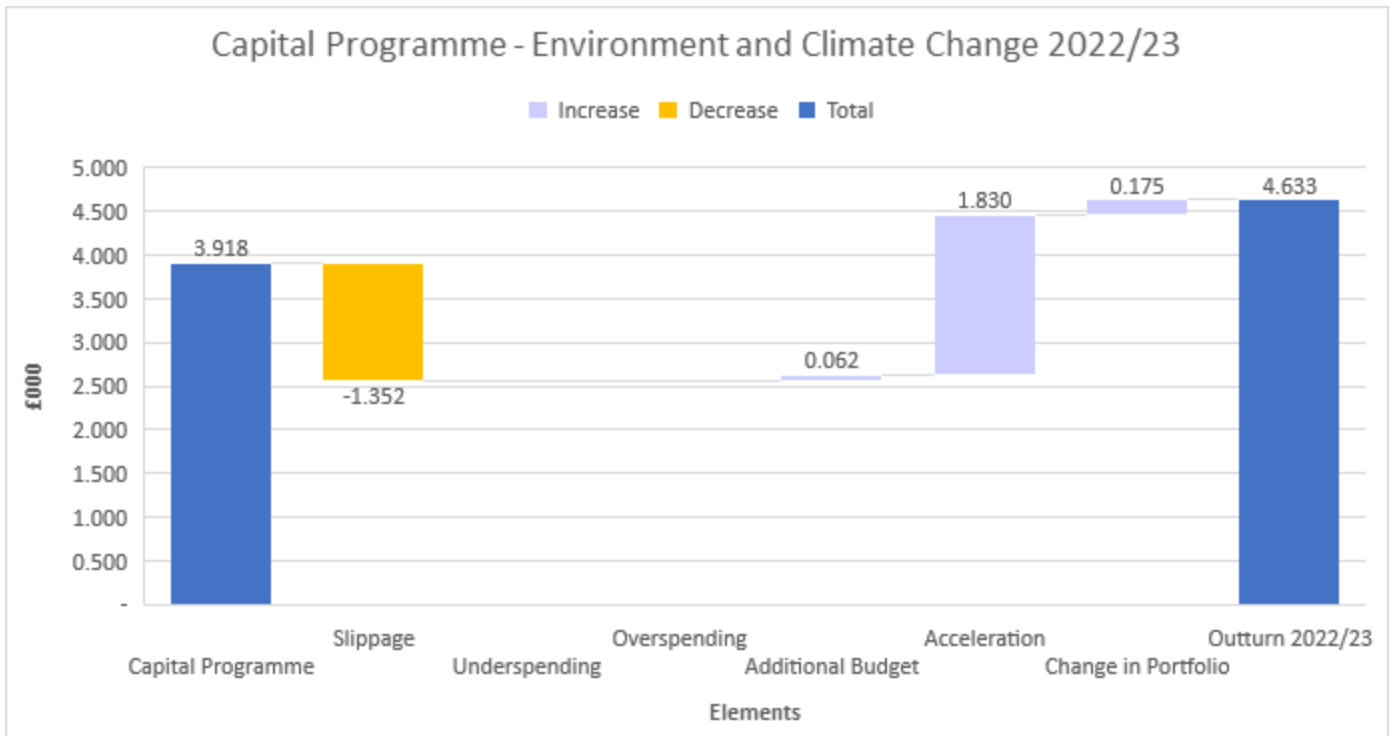
Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
Asset Decarbonisation - Carbon Net Zero	RED	Value for money to be reconsidered (pending).	RED	Survey and design activity is to programme, but as full review is now required this directly impacts the ability to procure and heightens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

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

Finance Summary - Capital

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

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



Key:

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

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

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

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

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

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

Grants Update - Capital

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

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

Risk

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

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

Agenda Item 9
Section 5

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR73	<p>If there is a failure to adequately prioritise, finance and resource our efforts to deliver on WSCC Climate Change commitments (e.g., 2030 Carbon Neutrality), there is a risk that there will be insufficient capacity and capability to complete the necessary actions within the required timeframes. This will lead to prolonged variations in weather and adverse impacts on WSCC service provision.</p>	12	Risk closed – superseded by CR73a and CR73b
CR73a	<p>Climate Change Mitigation - If there is a failure to adequately prioritise, finance, resource and embed into BAU our efforts to decarbonise in alignment with the commitments made in the Council's Climate Change Strategy, there is a risk that there will be insufficient capacity and capability to fully deliver the necessary actions within the stated timeframes. This will lead to additional resource strain, higher demand on capital programmes and threaten organisational reputation.</p>	-	12
CR73b	<p>Climate Change Adaptation - West Sussex faces the high risk of increasing impacts of climate change including extreme heat, severe storms, flooding and sea level rise, among others. Without proactive consideration of and preparation for these impacts, WSCC assets, service delivery and West Sussex residents are at increased risk of damage, disruption and injury. This will lead to protracted service disruptions, dangerous conditions and increased reliance on emergency services. In the longer term this could lead to displacement of residents and businesses in vulnerable, lower lying areas.</p>	-	12

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

Finance and Property Portfolio - Summary

Performance Summary

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

Our Council Performance Measures

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

Agenda Item 9
Section 6

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

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

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

In-year Revenue Grant Update

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

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

Proposed Carry Forward Requests

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

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

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

Covid-19 Expenditure Update

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

Savings Delivery Update

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

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

Savings Key:

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

Performance Summary - Capital

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

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

Agenda Item 9
Section 6

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

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

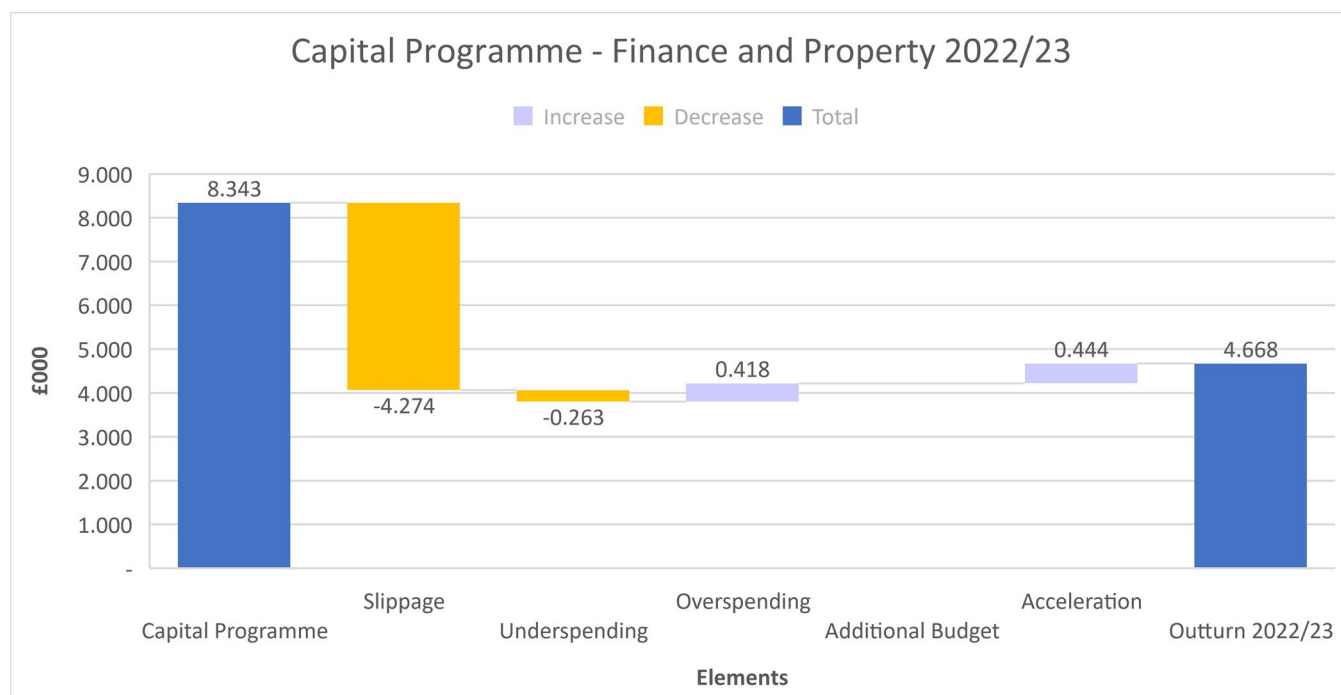
Month Completed	Project	Location	Description
January 2023	Martlets Building, County Hall	Chichester	Conversion of space into meeting hub.

Finance Summary - Capital

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

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

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



Key:

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

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

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

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

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

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

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

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

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

Risk

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

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

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


Highways and Transport Portfolio - Summary

Performance Summary

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

Our Council Performance Measures

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

Highways and Transport		2022/23 Target	Performance Over The Last 3 Periods			DoT
17	Measure: Length of new cycle infrastructure across the County (CC) Reporting Frequency: Quarterly, Accumulative 	30km by 2025 = 7.5km per year	Sep-22	Dec-22	Mar-23	↗
			G	G	G	
			19.3km	19.4km	21.7km	
	Performance Analysis: Mar-23: The following cycling schemes were completed during Q4 22/23 providing an annual total of 5.42km for 2022-23. <ul style="list-style-type: none"> A24 Findon Valley to Findon – 0.96km A259 Littlehampton to Angmering (Angmering section) – 1.4km Total delivered during Q4 = 2.36km We remain ahead of target overall with 21.73km of infrastructure being delivered in the first two years vs a target of 15.00km.					
	Actions: We continue to work towards our 2025 target (30km over a 4-year period) with the provision of a high-quality cycling.					
18	Measure: Percentage length of A and B roads that require maintenance Reporting Frequency: Annually (October)	14.0%	2020/21	2021/22	2022/23	↘
			A	A	R	
			14.7%	15.6%	15.8%	
	Performance Analysis: Mar 23: The annual National Road Condition data shows the following results: <ul style="list-style-type: none"> 69.1% Good condition and no planned maintenance 15.1% Fair condition, requiring maintenance soon 15.8% Poor condition and in need of maintenance The current Corporate KPI target for this measure is for an annual reduction of 0.5% in these roads requiring maintenance. The combined percentage of the A & B road network in West Sussex that requires maintenance has been slowly rising since 2014.					
	Actions: The capital investment is the funding source which delivers proactive maintenance, directly contributing to condition scoring. It is this where we have seen increase in investment over the last 2-3 years. Unfortunately, with the cycle of condition survey, this is a lagging indicator. This year sees a £19m investment in our carriageways, all of which should help to improving on our target					
19	Measure: Highway defects repaired within required time scale Reporting Frequency: Quarterly. Reported 1 month in arrears.	96.0%	Sep-22	Dec-22	Feb-23	↘
			G	G	A	
			99.6%	96.8%	93.1%	
	Performance Analysis: Mar-23: Performance against this measure has been much improved compared to the results in 21/22 where we were struggling to see results above 80%. The improvement has come about largely due to a change in how the service is delivered by our contractor that is more performance oriented.					
	Actions: The service continues to closely monitor contract performance.					

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

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

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

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

In-year Revenue Grant Update

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

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

Proposed Carry Forward Requests

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

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

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

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

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

Covid-19 Expenditure Update

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

Savings Delivery Update

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

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

Savings Key:



Significant Risk



At Risk



Delivered/
Mitigated In Year



Delivered On An
Ongoing Basis

Capital Programme

Performance Summary - Capital

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

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

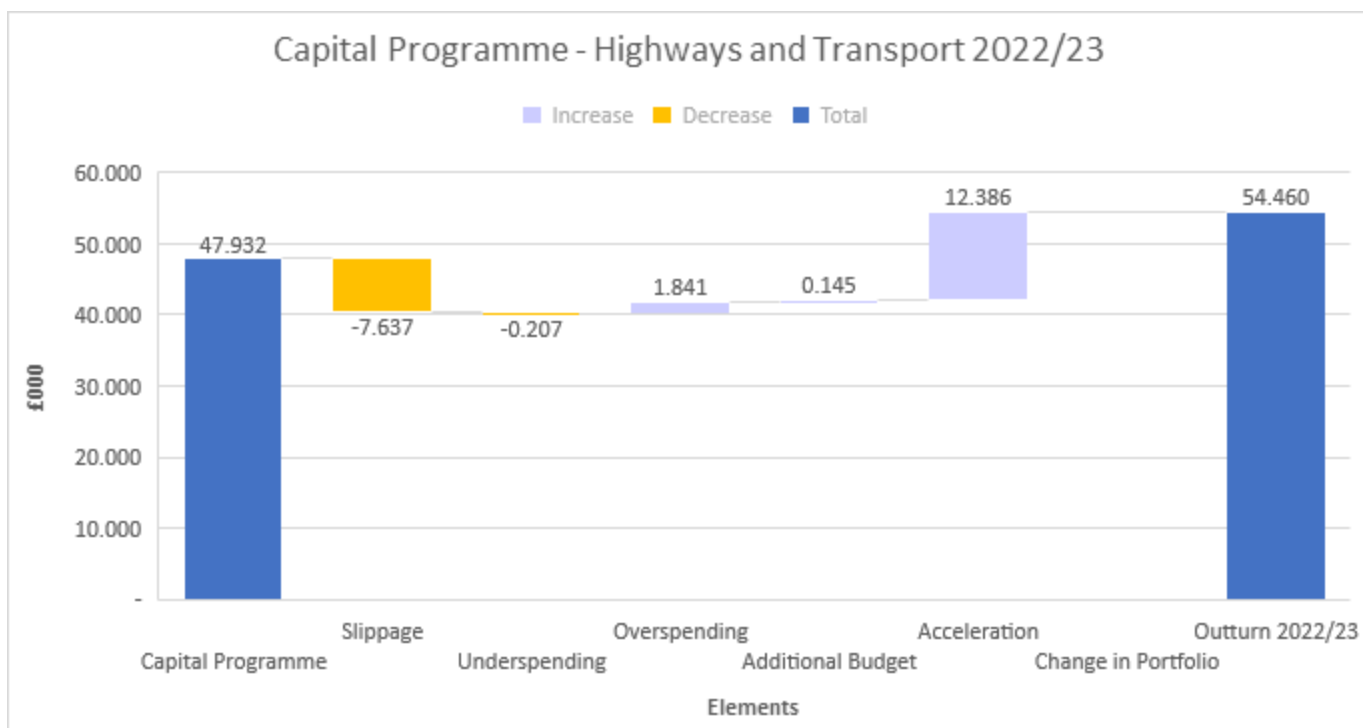
Scheme	RAG Status at Mar 2022	Reason	Latest RAG Status	Updated Position
Haywards Heath – South Road Town Centre Study	GREEN	Preliminary design completed January 2023	GREEN	Not applicable
Highways Operation	GREEN	On-going block of works	GREEN	Not applicable
Intelligent Transport Systems	GREEN	On-going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

Finance Summary - Capital

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

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

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



Key:

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

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

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

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

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

Grants Update - Capital

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

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

Risk

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

Leader Portfolio (including Economy) - Summary

Performance Summary

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

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Section 8

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

Our Council Performance Measures

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

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

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

Savings Delivery Update

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

Capital Programme

Performance Summary

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

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

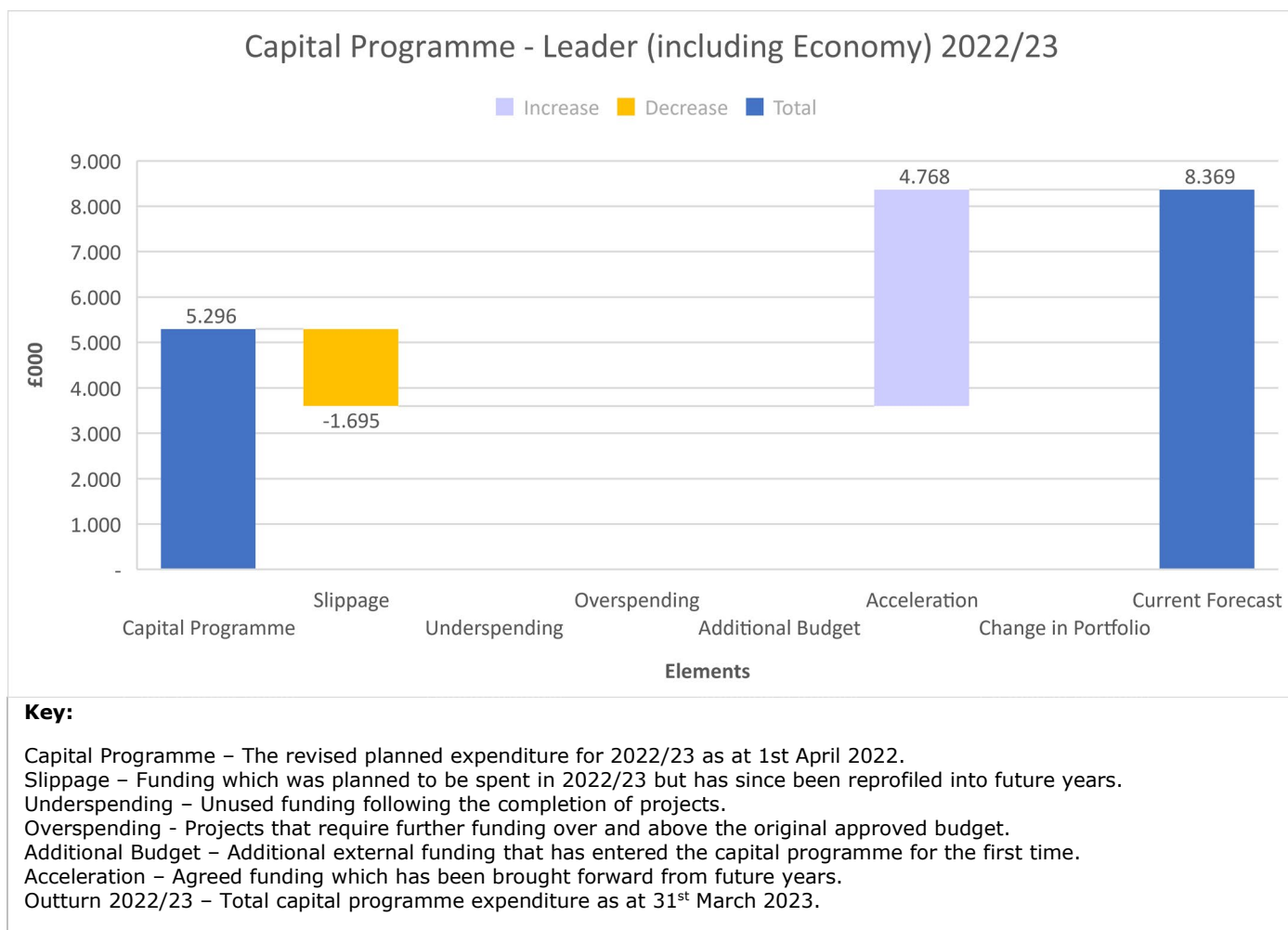
Scheme	RAG Status at Mar 2023	Reason	Latest RAG Status	Updated Position
Arun Growth Programme - Bognor Regis Esplanade	GREEN	Detailed design to be finalised by July 2023.	GREEN	Not applicable
Arun Growth Programme - Littlehampton Terminus Road	GREEN	On track for completion in Autumn 2023	GREEN	Not applicable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

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

Finance Summary – Capital

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

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



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

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

- **Arun Growth Programme - (-£0.065m)** – Discussions on local development proposals, scheme concepts and inclusion in highway and urban realm schemes has resulted in delayed agreement on preliminary design scope for the Bognor Regis Esplanade project. This has resulted in the majority of detailed design now expected to take place in 2023/24.
- **Acceleration: £4.768m. Movement since Q3 report: £0.859m.**
 - **Burgess Hill Growth Programme - £0.712m** – Payments have been made to our growth programme partners Mid Sussex District Council who have delivered a scheme as part of the partnership agreement.
 - **Crawley Growth Programme - Town Centre Walking and Cycling - £0.113m** – Approval has been given to deliver the Western Boulevard walking and cycling scheme within the Crawley Growth Programme funded by contributions from Crawley Borough Council. £0.113m has been spent in 2022/23 with the remaining £0.017m profiled to spend in 2023/24.
 - **Adur Growth Programme - Southwick Square - £0.034m** - Approval has been given to allocate £0.600m from the remaining capital growth allocation to complete the detailed design, tender and construction of the Southwick Square public realm scheme which will be managed directly by Adur District Council. £0.034m had been spent in 2022/23 with the remaining £0.566m planned to be utilised in 2023/24.

Risk

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

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

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

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

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Public Health and Wellbeing Portfolio - Summary

Performance Summary

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

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

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

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

Our Council Performance Measures

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

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

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

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

In-Year Revenue Grant Update

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

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

Covid-19 Expenditure Update

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

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

Savings Delivery Update

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

Capital Programme

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

Risk

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

Support Services and Economic Development Portfolio - Summary

Performance Summary

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

Our Council Performance Measures

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

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

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

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

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

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

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

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

In-year Revenue Grant Update

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

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

Covid-19 Expenditure Update

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

Savings Delivery Update

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

19. To ensure that these savings are monitored and delivered, all of these savings are detailed in the table below:

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

Savings Key:

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

Performance Summary

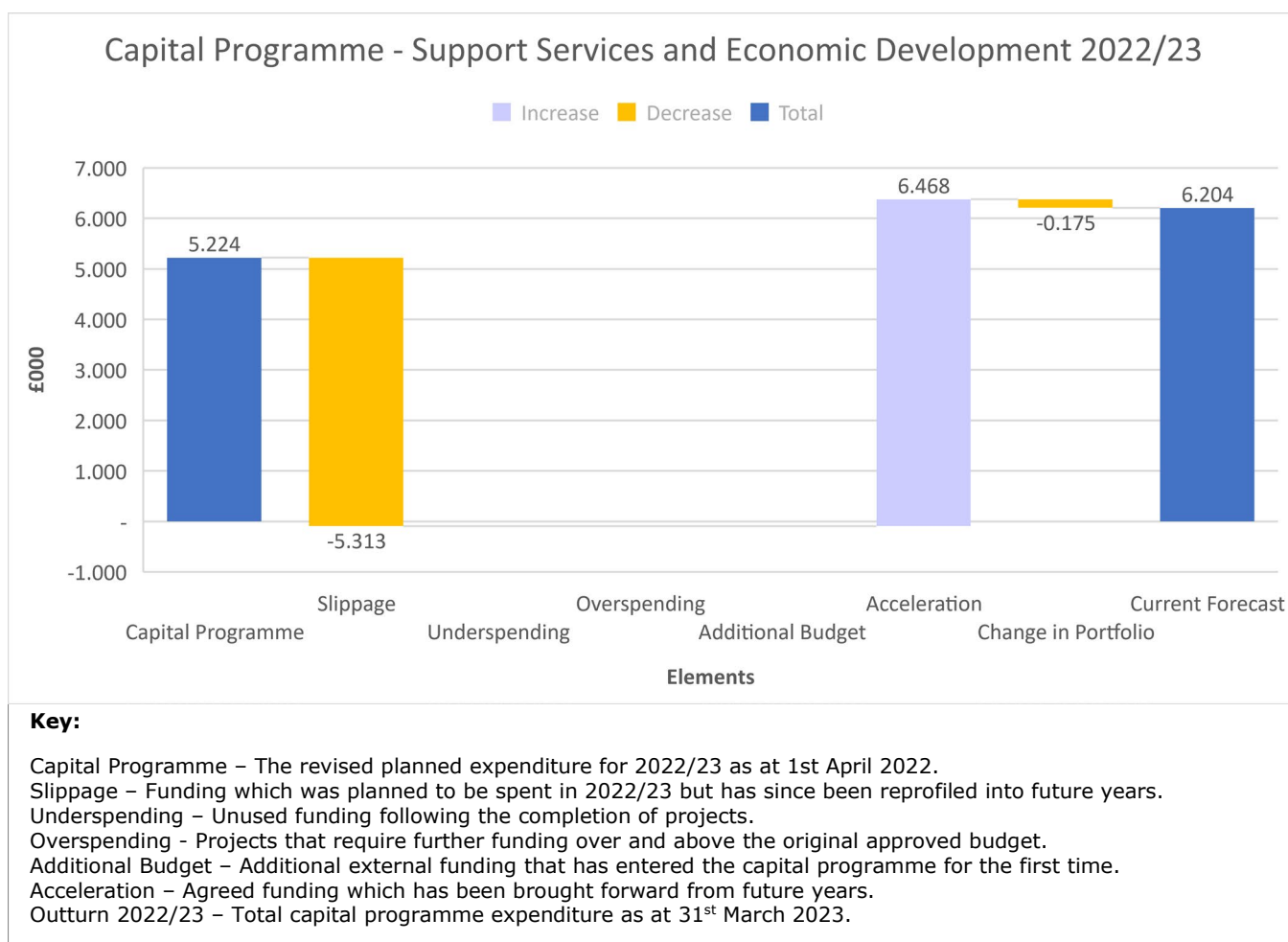
20. There are six schemes within the portfolio. Two of the schemes in delivery is rated green, indicating that the project is reporting to plan. The other four schemes are funded from Business Pool Rates and report directly to the West Sussex Councils' Chief Executives' and Leaders' Board.

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

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

Finance Summary

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



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

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

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

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

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

Risk

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

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

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

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REVENUE BUDGET OUTTURN 2022/23

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

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

Agenda Item 9

Appendix 1

Balances and Reserves	Balance at 31-Mar-22	Balance at 31-Mar-23	Annual Movement	Commentary on Significant Annual Movements
	£000	£000	£000	
Earmarked Reserves:				
Adult Social Care Reform Risk	-4,963	-19,963	-15,000	£15m allocated from Budget Management Reserve to support anticipated future social care financial pressures. Following the Government announcement on the delay of the reforms, the £20m funds have been repurposed in 2023/24 as detailed in the 2023/24 Budget.
Ash Dieback	-1,200	-1,200	0	
Budget Management	-61,657	-40,380	21,277	£31m allocated to other reserves, offset by £5m transfer as part of approved 22/23 budget plus additional £5m from post-budget settlement/Ctax/NNDR adjustments
Business Rates & Collection Fund Smoothing	-460	-11,657	-11,197	£10m allocated from Budget Management Reserve to protect against shortfalls in council tax and business rate income; £1.2m NNDR3 s31 Reconciliation Grant 22/23
Business Rates Pilot Fund	-17,380	-16,707	673	£0.6m applied to capital programme including District and Borough Council Gigabit Projects
Covid-19 Fund	-15,976	-1,351	14,625	£10.3m continuing support to communities (service spend), £2.7m applied to Council Tax Hardship, £1.7m applied to capital programme A284 Lyminster Bypass
Domestic Abuse	0	-2,775	-2,775	Carry forward of 2022/23 Domestic Abuse Grant £1.3m (plus 2021/22 grant £1.5m transferred from Unapplied Revenue Grants Reserve)
Economic Growth	-1,984	-1,792	192	
Highways Commuted Sums	-5,165	-8,366	-3,201	£3.2m surplus of sums receivable by Planning Services during year over amount applied to eligible Highways schemes
Highways On-Street Parking	-1,397	-1,342	55	
Inflation Contingency	-4,969	-4,787	182	
Infrastructure Works Feasibility	-1,930	-2,041	-111	
Insurance Reserve	-3,329	-6,408	-3,079	£5m allocated from Budget Management Reserve following review of future funding requirements; offset by 22/23 insurance claim payments and revenue shortfall
Interest Smoothing Account	-2,778	-2,778	0	
Lane Rental Scheme	0	-1,153	-1,153	£1.2m surplus of sums receivable from charges to roadworks promoters over amount applied to eligible Highways schemes and operating costs
Miscellaneous Service Carry Forwards	-1,311	-730	581	Includes release of £0.8m IT Redesign 2021/22 carry forward towards increase in allowance for doubtful debtors
Recycling & Waste PFI	-10,362	-10,428	-66	
Schools Sickness & Maternity Insurance Scheme	-1,403	-1,403	0	
Service Transformation Fund	-13,346	-11,825	1,521	£2.9m applied to revenue expenditure net of £1.1m transfer from Budget Management Reserve and £0.3m ASC Assessment Streamlining Grant
Social Care Pressures (Adults and Children)	0	-5,028	-5,028	£5m residual balances of 22/23 Services and Social Care Support grants not applied to finance commitments in approved budget
Statutory Duties	-2,246	-2,114	132	
Street Lighting PFI	-22,953	-23,019	-66	
Unapplied Revenue Grants	-2,805	-2,492	313	
Waste Materials Resource Management Contract	-23,497	-22,597	900	£1.4m lifecycle replacement expenditure net of £0.5m interest accrued
Other Earmarked Reserves	-2,280	-2,026	254	
Earmarked Reserves (Excluding Schools)	-203,391	-204,362	-971	
School Balances	-27,740	-24,171	3,569	Decrease in balances attributable to locally managed school budgets
Total Earmarked Reserves	-231,131	-228,533	2,598	
General Fund	-20,286	-20,286	0	
Capital Grants Unapplied	-21,229	-21,346	-117	Net position of grants/contributions receivable for year (conditions met) (£79.0m) and grants/contributions applied to capital programme (£78.9m)
Capital Receipts Reserve	-4,789	-6,020	-1,231	Net position of capital receipts for year (£6.4m) and amounts applied to finance capital expenditure, including flexible use of capital receipts (£5.2m)
Total Usable Reserves	-277,435	-276,185	1,250	

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

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

Service Transformation Summary

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

Smartcore Programme

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

Insourcing and Procurement of IT Services

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

Better Use of Technology within Children's Services

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

Support Services Programme

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

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

Early Years Property Support Project

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

Smarter Ways of Working Programme

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

Adults Services – Professional Services Support

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

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

Waste – New Service Model (Recycling Credits)

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

Transformation Project Overview

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

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

Note:

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

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

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

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2022/23 OUTTURN CAPITAL MONITOR

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

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

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Q4 - Corporate Risk Register Summary

CR11

Current Score	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
Develop alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.	01/06/2023
Development and regular communication of comprehensive employee value proposition to support recruitment and retention.	01/09/2023
Development of strategic workforce planning approach in collaboration with services, to identify cross organisational skills, capacity and capability risks and requirements (current and future) and work with services to establish action plan for high risk and priority areas and roles.	01/09/2023
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Ongoing
Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken	01/06/2023

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	Decreased

Risk Control/Action	Target Date
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Ongoing
Fees paid to providers increased by an average of 9% for 2023/24 to support their financial sustainability.	Ongoing
Financial analysis of high risk provision - due diligence checks.	Ongoing
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	Ongoing
Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).	Ongoing
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	Ongoing

Risk Description

The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by Covid-19 and is increasing weekly costs of care. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.

Date Risk Raised	05/09/2018
Risk Owner	Director of Adults and Health
Risk Strategy	Treat

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

CR22

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

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

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

CR73a

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

Risk Description

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

Date Risk Raised
01/01/2022

Risk Owner
Director for Place Services

Risk Strategy
Treat

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

CR73b

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

Risk Description

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

Date Risk Raised
01/01/2022

Risk Owner
Director for Place Services

Risk Strategy
Treat

Risk Control/Action	Target Date
Clear prioritisation of CC Strategy delivery within Our Council Plan	Ongoing
Existing assets and service delivery made climate change resilient & future developments designed to be as low carbon & climate change resilient	Ongoing
Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery	Ongoing

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

CR61

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

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

Risk Description

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

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

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

CR68

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

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

Risk Description

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

Date Risk Raised	01/03/2020
Risk Owner	Chief Executive
Risk Strategy	Tolerate

CR69

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

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

Risk Description

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

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

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

CR39b

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

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

Risk Description

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

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

CR50

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

Risk Description

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

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

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

CR7

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

Risk Description

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

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

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

CR72

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

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

Risk Description

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

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

CR74

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

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

Risk Description

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

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

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

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Workforce Information – Q4 2022/23

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

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

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

Workforce Summary Narrative

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Proposed Amendments to KPIs on the Council Plan 2023/24

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

Proposed Amendments to KPIs on the Council Plan 2023/24

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

Business Case for Change

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

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

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

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

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

Proposed Amendments to KPIs on the Council Plan 2023/24

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

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Performance and Finance Scrutiny Committee

16 June 2023

Annual Scrutiny Report 2022/23

Report by Director of Law and Assurance

Summary

One of Performance and Finance Committee's responsibilities is to contribute to an annual report on scrutiny activity and to endorse this for publication. The aim of the annual report is to promote effective scrutiny and identify areas of best practice or for development. The Scrutiny Annual Report for 2022/23 is attached at Appendix A for consideration. This includes details of the Executive Scrutiny Protocol developed in 2022 with the support of this Committee. The Protocol (attached at Appendix B) is due to be reviewed by Governance Committee in September 2023 and the Committee is invited to feed its comments into this review.

Focus for scrutiny

To review the effectiveness of the Council's scrutiny function during 2022/23 and the impact of the new Executive Scrutiny Protocol. Key lines of enquiry include:

- (1) The effectiveness of scrutiny during 2022/23, including how well it:
 - Influenced the development of policy
 - Spent time on matters critical to outcomes for residents
 - Provided meaningful challenge to the performance management of services
 - Made a difference to service outcomes for residents
- (2) Whether the scrutiny work programme was appropriately balanced between key decision preview, performance monitoring and policy development
- (3) Any areas of best practice, for improvement/development or for future monitoring to be taken forward
- (4) Any additional measures to help raise the profile of scrutiny and whether to recommend that the Annual Report be presented to the full County Council meeting in July 2023 for wider member input
- (5) How well the aims of the Executive-Scrutiny Protocol (at para 3.1) have been met

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

1. Background and context

- 1.1 Performance and Finance Scrutiny Committee (PFSC) carries out an annual review of scrutiny, informed by the Scrutiny Annual Report. This provides an

overview of scrutiny business, identifies best practice and highlights areas for development.

- 1.2 Government guidance on scrutiny in local authorities recommends that councils should develop an Executive Scrutiny Protocol to describe the relationship between scrutiny and the Executive (the Cabinet) and provide a framework for how they should work together to ensure effective scrutiny takes place. In May 2022, Governance Committee agreed that the Council should develop a Protocol through engagement with members. PFSC endorsed the draft Protocol in June 2022, and this was subsequently approved by Governance Committee in September 2022. It was agreed that the Protocol should be reviewed after one year, to be informed by input from PFSC as part of its annual review of Scrutiny.

2. Annual Review of Scrutiny and Executive Scrutiny Protocol

- 2.1 The Committee is asked to review the Scrutiny Annual Report for 2022/23 at **Appendix A**. This provides an overview of scrutiny activity to enable an assessment of its effectiveness, including how well it has met the following indicators (agreed by Governance Committee and the County Council in 2019):

- Influence policy ideas or proposals before they are developed
- Spend time on matters critical to service outcomes for residents
- Provide meaningful challenge to the performance of services
- Show the difference scrutiny makes to service outcomes for residents

- 2.2 The agreed Executive Scrutiny Protocol is set out at **Appendix B** and the Committee is asked to consider how well it has met the following aims:

- Describe the roles and responsibilities of scrutiny committees and the Cabinet
- Enable open, trusting relations between the Cabinet and scrutiny
- Support focused, transparent and timely scrutiny of council business
- Facilitate effective scrutiny work planning and objective setting
- Enable scrutiny committees to influence Council business in a meaningful way

- 2.3 The effectiveness of the Protocol has been monitored by scrutiny committee chairmen and the Cabinet. In monitoring undertaken so far, information exchange between scrutiny and Cabinet is said to work well, including Cabinet Member input into work programme planning. There is evidence of early valuable scrutiny of policy development and of performance monitoring working well, with constructive feedback to Cabinet on areas for improvement.

- 2.4 The Committee's views on the Protocol will be forwarded to Governance Committee for consideration as part of its review in September 2022.

3. Consultation, engagement and advice

- 3.1 All scrutiny committee members had the opportunity to contribute to the annual review of scrutiny through informal end of year review sessions held in March/April 2023. Scrutiny committee chairmen meet approximately three

times a year to monitor the scrutiny function and share best practice. They also meet quarterly with the Cabinet, and at these meetings have assessed developments linked to the Executive Scrutiny Protocol.

- 3.2 Engagement in the development of the Executive Scrutiny Protocol during 2022 included a cross-party member workshop; a workshop of Cabinet Members and scrutiny committee chairmen; the draft Protocol being shared with all county councillors and then finally with group leaders for input and comment.

4. Finance

- 4.1 There are no financial implications directly arising from this report.

5. Risk implications and mitigations

Risk	Mitigation
Ineffective scrutiny processes fail to provide check and balance to the Executive	An annual review of scrutiny allows members to identify areas for improvement to ensure effective scrutiny
Lack of defined relationships or mechanisms for engagement or for dealing with differences leads to ineffective scrutiny of executive authority	The protocol provides a framework for interaction which sets out principles for ways of working and will be monitored and reviewed

6. Policy alignment and compliance

- 6.1 Effective scrutiny plays a part in ensuring the Council meets the priorities set out in Our Council Plan through its role in contributing to policy development, reviewing proposals and monitoring performance. There are no social value, equalities, public health, crime and disorder, human rights, Climate Change or legal implications arising from this report, save the need to ensure that scrutiny arrangements are in line with statutory requirements.

Tony Kershaw

Director of Law and Assurance

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Appendices

Appendix A: Scrutiny Annual Report 2022/23
Appendix B: Executive Scrutiny Protocol

Background Papers

None

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Annual Scrutiny Report 2022/23

This report gives an overview of scrutiny activity at the County Council and the work of the five scrutiny committees, both formal and informal. It enables an assessment of the effectiveness of scrutiny and identifies areas for development. 46 of the 70 county councillors sit on one or more scrutiny committees. Their purpose is to hold the Executive to account – to comment on proposals before decisions are taken, to input into policy development and to monitor performance against corporate priorities. The report covers the main topics scrutinised during 2022/23, outcomes of this work, future plans and initiatives including a new Executive-Scrutiny Protocol.

Scrutiny at West Sussex County Council

Information on [Scrutiny at the Council](#) is on the website. For details on membership, areas of responsibility, meeting dates, agendas, and minutes, use the links below:

- Children and Young People’s Services Scrutiny Committee ([CYPSSC](#))
- Environment and Communities Scrutiny Committee ([ECSSC](#))
- Fire and Rescue Service Scrutiny Committee ([FRSSC](#))
- Health and Adult Social Care Scrutiny Committee ([HASC](#))
- Performance and Finance Scrutiny Committee ([PFSC](#))

The scrutiny year at a glance

28 committee meetings held	All committee meetings webcast, with 3,639 views	83 topics scrutinised	3 task and finish groups for in-depth scrutiny	86.5 hours in committee / task and finish groups
16% of topics on key decision preview	10% of topics on policy development	19% of topics monitoring specific service performance	20% of topics monitoring corporate performance	11% of HASC work on health scrutiny (NHS)

Scrutiny development

Update on commitments made in last year’s Annual Report

- a) A new **Executive-Scrutiny Protocol** was endorsed by the Governance Committee in September 2022. This follows national guidance to help the practical arrangements between scrutiny committees and the Executive (the Cabinet), to define roles and relationships and provide a framework for working together. Aims of the Protocol include supporting focused, transparent and timely scrutiny of proposals, facilitating effective scrutiny work planning and objective setting and enabling scrutiny committees to influence Council business in a meaningful way.

The effectiveness of the Protocol is monitored by scrutiny chairmen, the Cabinet and by the Performance and Finance Scrutiny Committee as part of its review of this Annual Report in June 2023. Feedback from the Committee will feed into a review by Governance Committee in September 2023. In monitoring so far,

information exchange between scrutiny and Cabinet is said to work well, including Cabinet Member input into work programme planning. There is evidence of early valuable scrutiny of policy development and of performance monitoring working well, with constructive feedback to Cabinet on areas for improvement.

- b) **Review of the Fire and Rescue Service Scrutiny Committee** was carried out two years after its establishment and reported to Governance Committee in September 2022. It recognised that the Committee is effective, ensuring a stronger scrutiny focus for the Fire and Rescue Service and playing an important role in supporting its improvement journey. An external inspection by HMICFRS (His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services) confirmed that the arrangements ensure decision-making can be challenged in a robust and informed way. This model of a dedicated scrutiny panel is in line with the Government’s Fire Reform White Paper. The Council’s arrangements will continue.
- c) **Balanced and outcomes-focused work programmes:** all work programmes now identify the type of work undertaken, to show the balance between key decision preview, policy development and performance monitoring as well as other work. Monitoring and assessment of this will be needed as part of the end of year review and, as this is the first year of providing a breakdown it may take time to determine what is an appropriate balance and it may be different for each committee.

83 topics were scrutinised during 2022/23 and categorised by type of scrutiny, as shown in the table below. Not included are health scrutiny (by HASC - 10% of its work programme) and scrutiny of the budget (by PFSC - 9% of its work programme; 2% of the overall scrutiny work programme). HASC did not carry out any key decision preview during the year but did consider two NHS proposals for substantial variation in service in its health scrutiny role. In some cases, scrutiny of policy development may mean that subsequent proposed decisions are not identified for preview as scrutiny has happened. Each committee will review the balance of its own work programme using the data from 2022/23 as a benchmark.

	Key decision preview	Policy development	Performance monitoring of the PRR	Service specific performance	Improvement programme monitoring
CYPSSC	3	2	4	3	3
CHESC	6	2	4	4	0
FRSSC	1	2	4	1	3
HASC	0	1	4	2	0
PFSC	3	3	4	9	0
Total:	13 (16%)	10 (12%)	20 (24%)	19 (23%)	6 (6%)

- d) **Raising the profile of scrutiny:** All scrutiny committee meetings are webcast, with a total of 3,639 views during the year and there continues to be external media coverage by the Sussex local democracy reporter. An aspiration in last year’s Annual Report was that committees consider proposing scrutiny debates at full Council but no topics for debate were proposed in 2022/23. There may not have been any appropriate topics, but committees will be reminded that the Council’s Constitution allows for any scrutiny committee to identify major items of work undertaken to be reported to meetings of the County Council for debate.

Other developments during 2022/23

- a) **Different ways of working** continue to be explored and include pre-meetings, informal briefings, task and finish groups (TFGs), visits and informal evidence gathering. HASC had briefings on Adult Services and Public Health ahead of meetings on specific topics. CYPSSC had a briefing on children's residential care (and which was open to all county councillors to attend). A visit to the new Horsham Fire and Training Centre was arranged for FRSSC. CYPSSC and HASC routinely hold pre-meetings to help plan the meeting, deal with questions of detail and clarification and to share background information. Scrutiny committees can use hybrid arrangements which has helped external witnesses join meetings remotely (e.g. senior NHS representatives).
- b) **Scrutiny chairmen** meet regularly to share learning and best practice and meet quarterly with the Cabinet to highlight areas for early and timely scrutiny of policy development and proposals. Cabinet Members are invited to committee business planning discussions to help identify where scrutiny can add value.
- c) **Effective Scrutiny Training** delivered by the Centre for Governance and Scrutiny in March 2023 with a focus on preparing for meetings and questioning skills. Refresher training has been provided for members newly appointed to scrutiny committees, including co-opted members of HASC and CYPSSC.
- d) **External witness** input into scrutiny was provided by NHS Trusts, the Office of the Sussex Police and Crime Commissioner, Unison, Carers Support West Sussex, Balfour Beatty (the Council's principal highways contractor) and the West Sussex Parent Carer Forum. Healthwatch West Sussex, the health and social care champion has a seat on HASC and provided reports on topics being scrutinised by the committee. The **West Sussex Youth Cabinet** has a standing invitation to attend and speak at CYPSSC meetings and plans are being developed to extend their opportunities to input into the work of all scrutiny committees, particularly where this links with their own campaigns and areas of interest.

Scrutiny impact and value to the Council's business

The Council's approach to scrutiny aims to reflect the nationally recognised principles for good scrutiny, set out in the [government guidance for local authority scrutiny](#):

- provides constructive "**critical friend**" challenge
- amplifies the **voice and concerns of the public**
- led by **independent** people who take responsibility for their role
- **drives improvement** in public services

Key aspects of scrutiny activity carried out during 2022/23 are set out below, based on the four overarching objectives for effective scrutiny agreed by the Governance Committee and County Council in 2019.

1. Influencing policy ideas/ proposals before they are developed

- a) CYPSSC added value to the **Education and Learning Strategy 2023–25**. In July 2022, members considered the outcomes of stakeholder engagement to help identify priorities for the Strategy and made suggestions to ensure a focus on equal opportunities for all children. A task and finish group met in October to review the draft strategy. Members identified attainment outcomes in early years and primary as areas of focus and suggested further detail on how best practice is shared between schools. The Committee welcomed that its input had been incorporated into the final Strategy.

- b) A FRSSC task and finish group scrutinised the **recruitment and retention of fire fighters**. It reviewed systems and policies and recommended measures to address challenges, including to the retained duty system, core performance measures, training systems and recruitment and retention procedures. Recommendations were incorporated into policies and the Community Risk Management Plan and are being monitored by the Committee through quarterly performance monitoring.
- c) HASC has input into the **Adult Social Care Strategy**, including ensuring the right indicators have been included, seeking assurance that the workforce is trained and available and supporting lobbying for more adult social care funding.
- d) CHESC used a task and finish group to inform plans for the **Bus Enhanced Partnership Plan**. This facilitated timely and meaningful contributions to decision-making. The TFG is continuing and will input into the bus network review and the implementation of schemes arising from the Bus Service Improvement Plan.
- e) PFSC contributed to the Council's **Smarter Working Programme** which aims to support new and more flexible ways of working whilst ensuring the needs of customers and staff are met. Recognising the importance of IT capability for effective flexible work practices, the Committee received two updates on the **Smartcore programme** for a new business administration system. Members highlighted the importance of project specifications and requested that learning be carried through to other large-scale projects. PFSC also reviewed progress on a range of issues relating to the Council's **workforce**, building on previous scrutiny of the People Framework. Scrutiny of these areas highlighted the importance of changing work practices after the pandemic and the need to review how the Council makes best use of its resources, a priority in the Council Plan.
- f) PFSC also scrutinised a number of **property** related items, including the revised Asset Management Strategy and the development of property Joint Venture arrangements. In March 2023, the Committee reviewed the proposed sale of a Council-owned property in Burgess Hill following a successful call-in request. This was the only call-in made during 2022/23 and was accepted on the basis that the proposal had not already been subject to scrutiny. PFSC explored the implications of this proposal, particularly the importance of considering the wider social value context of asset sales. The Committee supported confirmation of the proposal.

2. Spending time on matters critical to outcomes for residents

- a) An informal evidence gathering session on **dentistry** was held in January 2023 for members of HASC, with input from dentists and representatives of children in care. Healthwatch West Sussex provided a report on the impact dentistry provision is having on West Sussex residents. Conclusions from the session were considered by the Committee at its meeting in March 2023, when it agreed to write to West Sussex MPs and the Secretary of State for Health, setting out the concerns raised. It also shared the findings with relevant NHS bodies and asked them to take action on a number of points, to be reported back to the Committee. One issue raised through evidence gathering was the impact of access to dentistry for care leavers, and this has been shared with the Corporate Parenting Panel.
- b) HASC was consulted on **NHS proposed changes** to stroke services and children's cancer services and was able to robustly challenge and make suggestions to consultation plans. It held the **University Hospitals Sussex NHS Foundation Trust** to account following a challenging external inspection by the Care Quality Commission, seeking assurance on its improvement plan. It also scrutinised aspects of **NHS service delivery**, with sessions on winter planning, the provision of primary healthcare and ambulance service performance, focusing on capacity to meet current and future demand.

- c) CHESC has a strategic duty to scrutinise the decisions and actions taken in respect of **crime and disorder**. In November 2022 the Committee considered the work of the County Council and its partners to tackle **Digital Crime**. Evidence was provided by Surrey and Sussex Police, Get Safe Online and Trading Standards. One recommendation was to publicise the details of schools yet to sign up for the Digital Safety Package, as a result of which a further eleven schools enrolled.
- d) In September 2022 CYPSSC assessed the delivery and performance of the **SEND (Special Educational Needs and Disabilities) and Inclusion Strategy** implemented in 2019. The Committee highlighted the timeliness of Education and Health Care Plan (EHCP) assessments being completed within the 20-week statutory deadline as a particular area for improvement as well as better communication lines for parents and carers. The EHCP timeliness is now a key performance indicator in the Council Plan which the Committee will continue to monitor into 2023/24 along with the work to increase SEND places in the county.
- e) **The Council Plan and Budget for 2023/24** were scrutinised before approval by the full County Council in February 2023. They were reviewed together to ensure targets and objectives were linked to financial resources and could be monitored together. Three informal member sessions were held through the year to ensure all members were engaged and had opportunity to input into the development of the Plan and Budget. The session in January included breakout groups by scrutiny portfolio areas for an in-depth look at service plans. Comments were fed into scrutiny by PFSC, with its conclusions fed back to the Cabinet. This enabled each portfolio to be reviewed ahead of the PFSC session for more effective scrutiny. Feedback from members on the process and the reports presented was positive, suggesting that it had enabled timely and valuable engagement.

3. Meaningful challenge to service performance management

- a) All scrutiny committees carry out quarterly performance monitoring in public at their formal meetings, through review of the **Performance and Resources Report (PRR)**. Each scrutiny committee receives the information for its portfolio areas, encouraging wider member responsibility for performance and finances. The PRR includes improved information on performance targets, budget, workforce and corporate risk as well as a summary of the transformation programme and the impact of Covid. The report was improved during the year to better link to the Council Plan's key performance indicators and priorities. Scrutiny feedback is provided to Cabinet ahead of its consideration if possible and information in the PRR informs scrutiny work programmes.
- b) PFSC used the PRR to identify priorities for scrutiny, for example a report was requested on **recruitment and retention**. The committee uses the quarterly report to monitor particular areas of interest such as the economy, Capital Programme and cyber security. This allows the Committee to better prioritise issues making better use of resources. Extra information was requested for inclusion in the reports to assist members in their scrutiny role, for example in relation to workforce statistics and specific capital projects.
- c) The progress of the **Children First Improvement Programme** continued to be a focus for CYPSSC. It looked at particular areas of the programme to assess how it was improving outcomes for children and families. This included assessing the work on **recruitment and retention** of social workers and outputs of **Ofsted Monitoring visits**. In November 2022, the Committee heard from the Independent Commissioner, John Coughlan with his view on the progress by the service since 2019, areas for future focus and the preparedness for the full Ofsted

Inspection. This gave the Committee a sound basis for planning its work programme for the forthcoming year.

- d) FRSSC has continued to review Fire and Rescue Service performance through the **Performance and Assurance Framework**, enabling timely and constructive input and focusing on areas of concern identified by the Committee. It monitored the impact of the Joint Fire Control Centre, to ensure the maintenance of satisfactory response times. The benefits of working with Council services were highlighted, particularly in terms of supporting vulnerable adults.
- e) A specific area of focus for HASC was on the **workforce challenges** facing Adult Social Care and it sought assurance on the planned action. It also identified Public Health performance on **obesity rates** as an area for future monitoring. The Committee recommended ways to increase response rates for the reporting of performance data in sensitive areas, such as domestic violence reporting.
- f) CHESC examined performance against the **Highways Maintenance Contracts**. Evidence was heard from a representative of Balfour Beatty, the principal contractor. Scrutiny was wide-ranging, touching on issues such as the Key Performance Indicators (KPIs), enhancements and innovations delivered, the upskilling and sufficiency of staff (both contractors and in house) and work to address the effects of climate change. In September 2022, the Committee was updated on delivery of the Council's **Climate Change Strategy** and reviewed progress in meeting the commitment to net zero carbon emissions by 2030. It recognised the scale of the challenges and welcomed the work undertaken to date, including the fact that climate change is considered as part of every decision made within the Council.

4. Showing the difference scrutiny makes to outcomes for residents

- a) In September 2022, HASC reviewed the improvement plan for the **financial assessment** process for customers in receipt of adult social care. It was able to ensure the views of service users and their families/carers were being heard and that a fair application process has been implemented. Whilst supporting the improvements made, the Committee recommended that more information on disability related expenditure should be shared with the public and that the Service should improve response times for customer enquiries.
- b) CYPSSC considered proposals for the **review of primary age school provision** across Worthing and Durrington ahead of a Cabinet Member decision. It explored the outcomes of the public consultation and heard from local members. The Committee was pleased that the feedback from the consultation had been taken into account for the final proposals and made suggestions on areas for improvement to future consultation processes to ensure they are inclusive and accessible.
- c) CHESC carried out preview of the proposed new **Speed Limit Policy** in November 2022. This session was identified by Committee members as an example of scrutiny at its most effective – with many of its recommendations being addressed or adopted by the Cabinet Member in the final version of the Policy, including rewording the document for clarity. The Committee sought further information on the numbers of people killed and seriously injured, to explore whether any action within the Council's control could have had a positive impact.
- d) Demonstrating and evidencing the impact of scrutiny has been helped by a **new recommendations tracker**, reported to each committee meeting as a means of assessing outcomes. There has been positive feedback from members on this in keeping track of the progress of committees' recommendations and conclusions.

This was an outcome of best practice liaison with Surrey County Council (who use a similar tracker for their scrutiny) and should enable better monitoring of impact. In addition, the scrutiny **business planning checklist** used by members for work programme planning has been reviewed and refreshed to support more effective prioritisation and an outcomes-focus. Pre-agenda meetings, attended by the committee chairman, vice chairman and Democratic Services support officer to plan the management of meetings are more focused to help ensure clear aims/outcomes are identified for each agenda item, with a **focus for scrutiny** and **key lines of enquiry** in each report. It will be important for all scrutiny committee members to play a part in ensuring scrutiny maintains an outcomes-focus, and for this to be part of the ongoing assessment of the effectiveness of scrutiny.

Scrutiny Evaluation 2022/23

Each scrutiny committee held an informal review of the year in March 2023 to consider what had worked well and identify areas for improvement. It also gave an opportunity to consider member training and priorities for the work programme.

What worked well:

- The flexibility of hybrid technology to allow witnesses to attend
- Pre-meetings to prepare and focus questioning ensures members and officers are aware of issues resulting in better scrutiny and use of resources
- Different ways of working, such as briefings/information sessions to increase understanding and make better use of time and resources
- Support from Services, including the timely request for further information and thorough reports
- Use of a range of witnesses to triangulate evidence
- Early influence on policies, rather than later stage through decision preview
- Closer working and regular meetings between Cabinet and scrutiny means better Cabinet Member engagement in work programme planning. For FRSSC, with no BPG, the involvement of the whole committee was seen as beneficial
- Communication with the whole committee following BPG meetings, providing updates on work programme planning
- Quarterly scrutiny of the Council's Performance and Resources Report has enabled more robust performance, budget and risk monitoring. This has continued to improve by scrutiny input to the report content
- The new Recommendations Tracker, helping to ensure scrutiny input and influence can be monitored
- Liaison with Surrey County Council's scrutiny committees, and the opportunity to share learning and reflect on scrutiny at WSCC

Areas for improvement:

- More use of external witnesses/external subject matter experts
- More visits to be programmed on services being scrutinised and more information/briefing sessions to help build knowledge, and more use of TFGs
- More involvement by all committee members in work programme planning
- Members to have the confidence in questioning and to understand the level of background research and preparation required ahead of meetings
- The time given to consideration of performance reports, and giving members the tools to enable effective scrutiny of these

Priorities for scrutiny in 2023/24

As well as addressing the areas for improvement highlighted in the evaluation of 2022/23, areas of focus for the future scrutiny work programme include:

- The Medium-Term Financial Strategy, Capital Programme and the Council Budget for 2024/25
- Service improvement programme for Adult Social Care and monitoring onward development for Children's Social Care and Fire and Rescue Service
- Plans to support the growth of the West Sussex economy
- Lessons learned from major highways schemes
- Progress of the Council's commitments to address Climate Change
- Effectiveness of new processes for Traffic Regulation Orders, Community Highways Schemes and the management of on-street parking
- Mental health services for children and young people, initially by informal evidence gathering
- Reviewing the Early Help Service model
- Assessing the improvement plan for children with SEND and preparedness for the SEND Area Review
- Arrangements for the integration of health and social care across Sussex, and any specific proposals impacting on West Sussex residents, with training on health scrutiny of the Integrated Care System to be provided at a joint session for HASC and the health scrutiny committee members of Brighton and Hove City Council and East Sussex County Council

June 2023

West Sussex County Council Executive-Scrutiny Protocol

Purpose

To describe the working arrangements between Cabinet (the Executive) and Scrutiny at the County Council, complementing the Code of Governance and the rules and procedures in the Constitution. A separate Scrutiny Guide (for councillors and staff) explains how scrutiny works.

The aims of the Protocol are to:

1. Set out good Scrutiny practice for achieving real impact.
2. Describe the roles and responsibilities of scrutiny committees and the Cabinet.
3. Enable open, trusting relations between the Cabinet and Scrutiny.
4. Support focused, transparent and timely scrutiny of council business.
5. Facilitate effective scrutiny work planning and objective setting.
6. Enable scrutiny committees to influence Council business in a meaningful way.

Context – roles and responsibilities

The Cabinet is the political executive of the Council, sets policy and takes all significant decisions collectively or individually. Scrutiny provides a political check and balance on that authority. It helps ensure robust decision-making by examining the process and information that support decisions. Scrutiny is integral to democracy in ensuring the Council meets its priorities for the residents of West Sussex by influencing the planning and delivery of outcomes and by monitoring performance. There are five scrutiny committees. They are politically proportionate and meet in public. Scrutiny is member-led, holds the Cabinet to account and should see and comment on all significant proposals before they are finalised.

Cabinet engages with Scrutiny for work planning to identify where scrutiny might add value. Scrutiny exercises influence and persuasion but does not take decisions and cannot override Cabinet.

Scrutiny should be open and transparent, but may decide to work in private, outside the formal committee meeting when this helps address sensitive matters or enables more thorough analysis or a frank exchange of views.

The scrutiny process is informed and driven by members. Whilst Scrutiny is political and led by politicians, committees should aim for consensus in their work.

National guidance¹ defines effective scrutiny as:

- Providing constructive 'critical friend' challenge
- Amplifying the voices and concerns of the public
- Being led by independent people who take responsibility for their role
- Driving improvement in public services

To be effective Scrutiny needs an organisational culture which supports and recognises its value and purpose and a constructive relationship with the Cabinet where roles and responsibilities are understood. Communication and engagement must work well. Areas of disagreement should be managed with respect and there should be a shared understanding of the principles underpinning the relationship and the ways of working that support it.

Principles

a) Scrutiny should:

1. Provide purposeful challenge to the Cabinet and service performance.
2. Be objective, evidence-based and constructive.
3. Act as a critical friend to help sound decision-making.
4. Take a strategic perspective, focussing on the wider community outcomes.
5. Aim for consensus, drawing on political insight.
6. Work collaboratively with the Cabinet and recognise that it will not always agree with scrutiny conclusions and recommendations.
7. Be well informed, members being fully prepared for meetings with a good understanding of the issues before them.

b) Cabinet should:

1. Recognise and value Scrutiny and be open to constructive challenge.
2. Respect the independence of scrutiny committees and their chosen work programmes.
3. Identify opportunities for scrutiny committees to support and influence its work.
4. Properly and fully consider Scrutiny conclusions and findings.
5. Feedback and explain its response to Scrutiny recommendations.
6. Engage with Scrutiny early to enable it to add value in a timely way.

c) Together, Scrutiny and Cabinet should:

1. Communicate and engage early on plans and activities.
2. Foster a climate of trust, openness, honesty and integrity, sharing timely information including that which may be confidential or sensitive.
3. Be positive and respectful in their interactions with each other.

¹ Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities, May 2019

4. Manage any areas of disagreement in a constructive way.

Ways of working together

Communication and engagement	<ul style="list-style-type: none"> • Cabinet will engage with scrutiny committees early on policy and plans, to enable meaningful and timely scrutiny input. • Cabinet members and Scrutiny chairman will liaise regularly to update on plans and activities. • Scrutiny will communicate on its work and its work programme regularly to the Cabinet and all members.
Scrutiny work programme planning	<ul style="list-style-type: none"> • The work programme will be in line with Council priorities and balanced between policy development, decision preview and performance monitoring. • All committee members own the work programme, are updated on the work of Business Planning Groups (BPG) and work programmes are shared at each committee meeting. • Any councillor (not just scrutiny members) may raise issues for the scrutiny work programme. • Cabinet members will assist scrutiny work programme planning at committee meetings and by attending BPG meetings. • An overview of scrutiny plans is provided in the Mine (members' Intranet).
Scrutiny committee chairmen	<ul style="list-style-type: none"> • Chairmen should ensure Scrutiny is member-led and independent, setting the tone for constructive challenge to the Cabinet. • Chairmen are responsible for managing meetings enabling debate and maintaining focus of Scrutiny. They ensure effective work programme planning. • Collectively, they monitor the overall Scrutiny function to ensure best practice and learning are embedded.
Task and finish groups (TFGs)	<ul style="list-style-type: none"> • Scrutiny TFGs enable flexibility, the ability to 'deep dive' and an opportunity for early engagement. They may meet in private or in public, as determined by the relevant committee. • They may preview key decisions when the calendar of formal committees and decisions are not aligned. • They can assist policy development, including where informal early engagement is required. • Cabinet members may attend Scrutiny TFG meetings to observe or contribute. • Executive TFGs may be used by Cabinet to involve non-executive councillors in policy development. They may involve scrutiny members, but scrutiny chairmen should avoid being members of Executive TFGs on issues relevant to their committee.
Key decision preview	<ul style="list-style-type: none"> • Cabinet members will invite scrutiny of planned decisions and inform scrutiny of proposals before publication in the Forward Plan.

	<ul style="list-style-type: none"> • Scrutiny committees will examine the Forward Plan to identify priority proposals for scrutiny. • Members and BPGs will monitor the Plan between meetings to identify matters for timely scrutiny.
Policy development	<ul style="list-style-type: none"> • Cabinet members and officers should draw to the attention of scrutiny committees any key policy plans at the earliest opportunity. • Cabinet members should discuss with scrutiny committees how and when scrutiny can best influence policy development. • The approach to scrutiny of policy development will be agreed by the relevant committee but may be carried out informally by a task and finish group. • Sometimes internal or business sensitivities may require policy development scrutiny to take place in private sessions. Reasons for this will be clear.
Performance monitoring	<ul style="list-style-type: none"> • Scrutiny committees will monitor performance and resources quarterly, their findings/recommendations to be reported to public Cabinet if possible. • Scrutiny committees and cabinet members should share views about the usefulness of performance data. • Scrutiny committees may use performance data to identify issues for further scrutiny.
Scrutiny Meetings	<ul style="list-style-type: none"> • Cabinet members will aim to attend all relevant scrutiny committee meetings where possible. • Questions will be directed to the cabinet member but may be referred to an officer if need be. • Scrutiny questioning will aim to be outcomes focused and in line with the agreed 'Focus for Scrutiny'. • Members should be respectful of each other and of officers/those presenting at meetings.
Scrutiny recommendations	<ul style="list-style-type: none"> • Scrutiny recommendations will be clear, reasoned and outcomes focused to assist response and monitoring and to help evidence the impact scrutiny has on Council business. Recommendations should be SMART (specific, measurable, achievable, realistic and timebound). • Cabinet will give due consideration to Scrutiny recommendations and views. • Cabinet responses to recommendations will be reported to the next meeting of the committee. • Responses will include an explanation for why any recommendations have not been accepted. • Scrutiny Chairmen will attend public Cabinet to give feedback from their committee on relevant matters. • Scrutiny committees will record recommendations and responses for ongoing monitoring, to include assessment of Scrutiny impact.

Information	<ul style="list-style-type: none"> • Scrutiny should have the information that underpins policy and decision-making to be able play its role and for assurance regarding the evidence used. • Cabinet and officers will be open and transparent and will provide the information scrutiny committees need to do their job effectively. Information will be provided in a timely way to enable meaningful input. • Information may be shared informally with scrutiny committees, on a confidential basis (e.g. proposals not possible to be shared publicly). This may be prior to determining whether and how a matter should be scrutinised or as part of scrutiny of policy development. • Reports to scrutiny committees will include information on factors driving proposals, internal or external. • Information will be provided in line with scrutiny committees' and members' rights of access to information (as set out in <u>Standing Orders</u> and in <u>Members' Rights to Information</u>, an Appendix to the <u>Member-Officer Relations Protocol</u>). • The overriding principle is transparency. When information cannot be made available the reasons will be clearly explained. • Scrutiny committees will have background information on issues being scrutinised through pre-meetings, focused briefings and advice from Democratic Services or service leads. • Where possible all members should have briefings on significant policies and proposals under development. • Members will keep themselves informed through research (via service leads or the Mine) and will prepare for meetings by reading papers in advance.
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Officer Support

There is dedicated support within Democratic Services for the Scrutiny function and all officers of the Council are available to provide impartial advice to scrutiny committees. Of particular importance is the role played by statutory officers: the Director of Law and Assurance (Monitoring Officer), the Director of Finance and Support Services (the Section 151 Officer) and the Chief Executive (the Head of Paid Service). They have a particular role ensuring that timely, relevant and high-quality advice is provided to scrutiny committees. The Head of Democratic Services is the Statutory Scrutiny Officer who must:

- promote the role of Scrutiny at the Council;
- provide support to scrutiny committees and its members; and
- provide support and guidance to members and officers relating to the functions of the scrutiny committee.

Awareness of the role and responsibilities of Scrutiny is included in officer political management training.

Review

This Protocol was agreed by the Governance Committee on 27 September 2022 and will be reviewed after one year. The Head of Democratic Services and the Director of Law and Assurance will be responsible for overseeing compliance with the Executive-Scrutiny Protocol. It will be monitored on a regular basis by scrutiny chairmen and the Cabinet so that any issues can be highlighted at an early stage and acted upon. The success of the Protocol will be determined by reference to evidence of:

- Recognition of the value of Scrutiny
- Collaborative business planning
- A record of constructive challenge and impact
- Timely scrutiny reviews that achieve identified outcomes
- An open and reasoned decision-making process
- Effective performance monitoring
- Scrutiny work programmes balanced between policy development, decision preview and performance monitoring

A full review of the Protocol will be carried out by Governance Committee after one year. This will be informed by input from the Performance and Finance Scrutiny Committee as part of its annual review of Scrutiny.

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

Topic	Type of scrutiny	Timing
<p>Quarterly Performance and Resources Report (PRR)</p> <p>Performance, risk and budget monitoring: ongoing strategic monitoring of performance, finance, workforce, risk, transformation programme and capital programme.</p>	Performance	<p>Quarter 4 / End of Year June 2023</p> <p>Quarter 1 September 2023</p> <p>Quarter 2 November 2023</p>
<p>Informal Briefing on the Capital Programme</p> <p>Briefing to explain how projects in the capital programme are prioritised plus implications of slippage, inflation and acceleration on the programme.</p>	Policy	June 2023
<p>Annual appointments of Committee Chairman, Vice-Chairman and Business Planning Group (BPG)</p>	Committee Business	June 2023
<p>Scrutiny Annual Report</p> <p>Scrutiny of the Annual Report ahead of presentation to the July meeting of County Council.</p> <p>Focus for Scrutiny agreed:-</p> <ul style="list-style-type: none"> • The effectiveness of scrutiny during 2022/23, including how well it: <ul style="list-style-type: none"> ○ Influenced the development of policy ○ Spent time on matters critical to outcomes for residents ○ Provided meaningful challenge to the performance management of services ○ Made a difference to service outcomes for residents • Whether the scrutiny work programme was appropriately balanced between key decision preview, performance monitoring and policy development 	Performance	June 2023

Topic	Type of scrutiny	Timing
<ul style="list-style-type: none"> • Any areas of best practice, for improvement/development or for future monitoring to be taken forward • Any additional measures to help raise the profile of scrutiny and whether to recommend that the Annual Report be presented to the full County Council meeting in July 2023 for wider member input • How well the aims of the Executive-Scrutiny Protocol (at para 3.1) have been met 		
<p>Treasury Management Strategy 2022/23 Annual report</p> <p>The committee has the responsibility to review and scrutinise Treasury Management policies and activities through regulatory and governance requirements. The Annual Report will provide the outturn position for treasury activities and highlights compliance with approved County Council policies.</p> <p>The BPG has agreed that the report will be circulated virtually for comment and input due to time pressures on the September committee Agenda.</p>	Performance	July/August 2023
<p>Medium Term Financial Strategy (MTFS)</p> <p>Scrutiny of the MTFS report following the July Member development session and Cabinet meeting. The report will set out the Council Plan priorities and financial assumptions and estimates over a 4-5 year period.</p> <p>Focus for scrutiny:-</p> <ul style="list-style-type: none"> • That any work to refresh the Council Plan takes into account both internal and external factors to ensure it remains relevant and appropriate • That the MTFS considers the implications of national changes on the County Council's financial position and that these are monitored to ensure the Council's financial position is understood and amended as necessary 	Budget	September 2023

Topic	Type of scrutiny	Timing
<ul style="list-style-type: none"> • That the financial position of the Council is clearly set out and any growth and/or savings requirements are identified • That the inflationary pressures are understood and adequately reflected in the MTFS • That the assumptions being made when setting out the MTFS are clear • That the objectives of the Council Plan are reflected in the available financial envelope • That there is sufficient information in terms of risks and how these will be managed and mitigated 		
<p>Pre-decision scrutiny – Centenary House Durrington and the Property Joint Venture</p> <p>For information an informal, virtual briefing setting out the roles and responsibilities of scrutiny in relation to the joint venture will take place for members of the committee (scheduled for 4 Sept)</p> <p>Focus for scrutiny agreed by the BPG:-</p> <ul style="list-style-type: none"> • That the aims and objectives of the proposal fit with the Council Plan objective of ‘making best use of resources’ and the agreed objectives set by the Council for the Joint Venture (JV) arrangement • That alternatives to the proposed transfer into the JV arrangement have been fully considered and reviewed against appropriate criteria and principles including value for money • That the views and interests of stakeholders, including local members and any local community groups or partner agencies have been fully considered • that the committee supports the decision to transfer the Centenary House, Durrington site into the Joint Venture arrangement 	Key Decision scrutiny	September 2023
<p>IT Policy and Digitisation Strategy</p> <p>Scrutiny of the Digitisation Strategy and the updated IT Policy and the changes required as a result of the changing way the Council operates and how IT will support this. Committee to provide input to the changing Policy. To include</p>	Policy	September 2023

Topic	Type of scrutiny	Timing
<p>implications of digital economy and e-commerce for the Council.</p> <p>Focus for Scrutiny to be agreed:-</p> <ul style="list-style-type: none"> • That the new Strategy and up-dated policy addresses the changing requirements of the Council’s workforce and customers • That the new Digital Infrastructure Strategy and IT Policy are joined up to ensure a co-ordinated approach • That the aims and objectives of the proposals are clear and that they meet the needs of the Council Plan to ensure the priorities and targets of the County Council can be met and that there are no unintended consequences in relation to the services offered to clients/customers, • That the proposals are flexible enough to meet the changing needs and work practices of the County Council, • That any significant risks to service provision have been identified and assurance sought on the effectiveness of actions planned to manage these • That the requirements of e-commerce and the digital economy have been considered in the way the Council operates and develops in future • That there is a staff engagement and communication plan to ensure officers are aware of the changes and any implications on the way they currently work 		
<p>Careers and Skills – Task and Finish Group outcomes</p> <p>Scrutiny of the outcomes determined by the Executive Task and Finish Group.</p> <p>Focus for scrutiny to be agreed</p>	<p>Policy</p>	<p>September 2023</p>
<p>Social Value and Procurement Strategy</p> <p>Report to cover a review of the revised Social Value Charter and new procurement strategy to ensure they meet the needs and objectives in the Council Plan, how the Charter and strategy are being applied and what has been achieved since the original Charter was developed.</p>	<p>Policy</p>	<p>November 2023</p>

Topic	Type of scrutiny	Timing
Focus for scrutiny to be agreed.		
<p>Progress on the Joint Venture (JV) Partnership</p> <p>Scrutiny of the progress being made on the JV aims and objectives. An annual review was requested when the item was last reviewed in November 2022.</p> <p>Focus for scrutiny agreed by the BPG:-</p> <ul style="list-style-type: none"> • That satisfactory progress has been made in moving forward the Joint Venture partnership arrangement • That the aims/objectives of the arrangements are clear and meet the needs of the Council Plan and the Capital Programme to ensure the priorities and targets of the County Council can be met • That the governance arrangements and working practices are in place to ensure that performance and outcomes can be managed and monitored effectively • That work is underway on development sites to ensure the best outcomes for the Council can be achieved • Whether any significant risks have been identified and to seek assurance of the effectiveness of actions planned to manage these 	Performance	November 2023
<p>Capita in-sourcing</p> <p>Review of the in-sourcing exercise, move from a centralised to an integrated system and lessons learnt.</p> <p>Focus for scrutiny to be agreed.</p>	Performance	November 2023
<p>To Be Confirmed - Budgetary implications</p> <p>Item pencilled in for any budgetary issues requiring scrutiny/review ahead of presentation of the Draft Budget in January 2024. If no scrutiny is required the item will be removed from the Agenda.</p>	Budget	November 2023
<p>The Council Plan and draft Budget 2024/25</p> <p>Scrutiny of the Council Plan and Budget 2024/25 ahead of agreement by Cabinet and approval at February 2024 County Council.</p>	Budget	January 2024

Topic	Type of scrutiny	Timing
Focus for scrutiny to be agreed.		
<p>Recruitment and Retention</p> <p>Scrutiny of the progress made in improving the recruitment and retention of staff following initial scrutiny in January 2023. Related to Corporate Risk 11.</p> <p>Focus for scrutiny to be agreed.</p>	Performance	January 2024
<p>SmartCore</p> <p>Scrutiny of the SmartCore system to ensure aims, benefits and objectives of the new system can be achieved and that lessons have been learnt for future large-scale projects.</p> <p>Focus for Scrutiny agreed by BPG:-</p> <ul style="list-style-type: none"> • That the committee makes any recommendation in relation to the successful implementation of the Programme to officers and the Cabinet Member for Support Services and Economic Development • That new timelines have been developed for the project which are on-track to achieve the outcomes and benefits identified • Any budget/cost implications as a result of the changing timelines have been calculated and agreed with the implementation partner • The costs and up-dated timeline of the project are being effectively managed and monitored to ensure the project is implemented within the timescales and budget • An implementation plan has been developed which includes staff engagement and training • Performance targets have been established to monitor on-going effectiveness and efficiency of the new system • That clear lessons have been learnt for managing future large-scale projects including that the Council’s internal governance processes are sufficient to pro-actively manage fast-moving projects 	Performance	TBC
Business Planning Group (BPG)		
<p>Committee and BPG to monitor PRR in relation to Capital Programme (including Horsham Enterprise Park and Broadbridge Heath Retail</p>	Performance	TBC

Topic	Type of scrutiny	Timing
Park), cyber security, Economy Plan, savings, change programmes and climate change to identify any issues arising for future scrutiny.		
<p>Income levels and Grant funding</p> <p>BPG to determine whether scrutiny is required and how this may be carried out in relation to how we manage income levels and additional funding to bridge any budget challenges. Item, if agreed, to include consideration of benchmarking/comparative data.</p>	Budget	TBC

Appendix A – Checklist

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Scrutiny Business Planning Checklist

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

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Forward Plan of Key Decisions

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

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

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

A key decision is one which:

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

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

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

Finance, assets, performance and risk management

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

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

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

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

Published: 15 May 2023

Finance and Property

Property and Assets (Rolling Entry)	
<p>The Council Plan sets out the Council’s ambition to minimise the burden of local taxation, delivering the agreed priorities for residents within the approved budget and capital programme. The Council maintains an Asset Management Policy and Strategy that details how the Council’s Assets will be managed and developed to deliver against the targets within the Council Plan. An objective of the Asset Management Strategy is to acquire, manage, maintain and dispose of property effectively, efficiently and sustainably, together with optimising financial and commercial opportunities.</p>	
Decision by	Cabinet Member for Finance and Property (Cllr Jeremy Hunt)
Date added	1 April 2023
Month	Between April 2023 and March 2024
Consultation/ Representations	Local members Representation can be made via the officer contact.
Background documents (via website)	None
Lead officer (report author)	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill Tel: 033 022 22551

Performance and Resources Report - Quarter 4 2022/23	
<p>The Performance and Resources Report (PRR) details the Council’s position in relation to revenue and capital spending, budget planning, workforce projections, performance and risk management by portfolio against the County Council’s priorities. The Leader, Cabinet Member for Finance & Property, or Cabinet will be recommended to approve the PRR and any decisions required in relation to budget (revenue or capital), resources and performance management.</p>	
Decision by	Cabinet
Date added	13 April 2023
Month	June 2023
Consultation/ Representations	<p>The following will be consulted:</p> <p>All Scrutiny Committees Cabinet</p> <p>Representations concerning this proposed decision can be made to the decision-maker via the report author, by the beginning of the month in which the decision is due to be taken.</p>

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

Support Services and Economic Development

Award of Contract: Data Archiving Solution for SAP	
<p>In preparation for decommissioning of the SAP Enterprise Resource Planning System (when replaced with Oracle Fusion via the SmartCore programme), the Council has undertaken a procurement process for a data archive solution to retain historic Finance, Human Resources and Procurement records in line with data retention obligations.</p> <p>Decision SSED02 22-23 delegated authority to the Director of Finance & Support Services to award the decision.</p>	
Decision by	Director of Finance and Support Services (Taryn Eves)
Date added	7 July 2022
Month	May 2023
Consultation/ Representations	SME's within the Business, Market suppliers. Representation can be made via the officer contact.
Background documents (via website)	None
Lead officer (report author)	Stewart Laird Tel: 033022 25310
Contact	Suzannah Hill Tel: 033 022 22551

**Endorsement: West Sussex County Council Digital Infrastructure Strategy
2023-2030**

Our [Council Plan \(2021-2025\)](#) and [Economy Plan \(2021-2024\)](#) contain strategic commitments to improve digital infrastructure in the County. These are being delivered by the council's Digital Infrastructure Team which is working with District and Borough councils to achieve county-wide coverage of gigabit-capable broadband and accelerate investment in infrastructure that can enable innovation ecosystems, action on climate change, habitat restoration and better public services.

New technologies are emerging, government focus and funding is increasingly prioritising innovation to support the country's economic growth and the council is keen to show its continued leadership of the digital agenda to attract inward investment and support the county's economy.

The Digital Infrastructure Strategy (2023-2030) will set out in more detail what the council intends to do to ensure connectivity is future-ready and capable of underpinning a strong and vibrant economy that attracts businesses and people to visit, live and work in West Sussex.

The Strategy will also serve to invite partners in Government, the telecoms market, industry and academia to collaborate creatively with the County Council to drive digital connectivity forward at scale and pace.

The Cabinet will be asked to Endorse the West Sussex County Council Digital Infrastructure Strategy 2023-2030.

Decision by	Cabinet
Date added	
Month	July 2023
Consultation/ Representations	No consultees currently identified Representations concerning this proposed decision can be made to the decision-maker via the report author, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None
Lead officer (report author)	Sarah Bazen Tel: 033 022 22374
Contact	Natalie Jones-Punch Tel: 033 022 25098

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