

Public Document Pack

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30 August 2023

Performance and Finance Scrutiny Committee

A meeting of the Committee will be held at **10.30 am on Thursday, 7 September 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

10.30 am 1. **Declarations of Interest**

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

2. **Minutes of the last meeting of the Committee** (Pages 5 - 10)

The Committee is asked to agree the minutes of the meeting held on 16 June 2023 (cream paper).

3. **Urgent Matters**

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

- 10.35 am 4. **Responses to Recommendations** (Pages 11 - 16)
- The Committee is asked to note the responses to recommendations made at previous meetings of the Committee.
- 10.40 am 5. **End of June 2023 (Quarter 1) Quarterly Performance and Resources Report** (Pages 17 - 142)
- 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 June 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.
- 12.10 pm 6. **Update on Council Plan and Medium Term Financial Strategy** (Pages 143 - 184)
- A report by the Director of Finance and Support Services setting out the planning process for updating the Council Plan and Medium Term Financial Strategy to support business and financial planning over the next five years.
- The Committee is asked to scrutinise the report on the Council Plan and Medium Term Financial Strategy.
- 12.40 pm 7. **Outcomes of the Executive Task and Finish Group - West Sussex County Council Careers and Skills** (Pages 185 - 194)
- Report by the Director of HR and Organisational Development.
- The Committee is asked to scrutinise the content of the report which sets out the recommendations and proposed actions to further improve the recruitment and retention of staff at the Council.

1.00 pm 8. **Work Programme Planning and possible items for future scrutiny** (Pages 195 - 206)

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.

1.10 pm 9. **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.

10. **Date of next meeting**

The next meeting of the Committee will be at 10.30am on 27 November 2023 at County Hall, Chichester. Probable agenda items include: -

- Quarterly Performance and Resources Report
- Centenary House Durrington and the Property Joint Venture
- Progress on the Joint Venture Partnership
- IT and Digitisation Strategy
- Capita in-sourcing
- To Be Confirmed - Budgetary implications

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 10 November 2023.

To all members of the Performance and Finance Scrutiny Committee

Webcasting

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Performance and Finance Scrutiny Committee

16 June 2023 – At a meeting of the Performance and Finance Scrutiny Committee held at 11.00 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Montyn (Chairman)

Cllr Burrett	Cllr Gibson	Cllr Milne
Cllr Baldwin	Cllr Linehan	Cllr Sparkes
Cllr Boram	Cllr Lord, Left 11.59am	Cllr Turley
Cllr Britton	Cllr McDonald	Cllr Payne
Cllr Elkins	Cllr McKnight	

Apologies were received from Cllr Wall

Also in attendance: Cllr Hunt, Cllr Marshall and Cllr Waight

1. Election of Chairman

1.1 Cllr Montyn was proposed for the position of Chairman for one year by Cllr Britton. The proposal was seconded by Cllr Baldwin. There were no other nominations.

1.2 Resolved – that Cllr Montyn is duly elected as Chairman of the Committee for a period of one year.

2. Election of Vice Chairman

2.1 Cllr Burrett was proposed for the position of Vice-Chairman for one year by Cllr Sparkes. The proposal was seconded by Cllr Boram. There were no other nominations.

2.2 Resolved – that Cllr Burrett is duly elected as Vice-Chairman of the Committee for a period of one year.

3. Business Planning Group Membership

3.1 Resolved – that the Committee appoints the following members to its Business Planning Group: Cllr Montyn (Chairman), Cllr Burrett (Vice Chairman), Cllr Sparkes, Cllr Lord and Cllr Turley.

4. Declarations of Interest

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

4.2 Cllr Boram declared a personal interest as a member of Adur District Council.

4.3 Cllr Turley declared a personal interest as a member of Worthing Borough Council.

5. Part I minutes of the last meeting of the Committee

5.1 Resolved – That the Part I Minutes of the meeting held on 10 March 2023 be approved as a correct record and that they be signed by the Chairman.

6. Part II Minutes of the last meeting of the Committee

6.1 Resolved – That the Part II Minutes of the meeting held on 10 March 2023 be approved as a correct record and that they be signed by the Chairman.

7. Urgent Matters

7.1 No urgent matters were raised.

8. Responses to Recommendations

8.1 Resolved – that the Committee notes the responses to recommendations made at its 10 March 2023 meeting.

9. End of March 2023 (Quarter 4) Quarterly Performance and Resources Report

9.1 The Committee considered a report by the Chief Executive and Director of Finance and Support Services (copy appended to the signed minutes).

9.2 Summary of responses to committee members' questions and comments:

9.3 The Committee were advised that funding issues for Adult Social Care was a national issue, that shire counties were less well funded per head of population than urban areas, and that it also likely to cost more to deliver services in a more rural community. Adult and children's social care is a key priority where a significant amount of the County Council's funding is allocated. Funding levels were raised by the Leader at a meeting on government funding with the Secretary of State, through the County Council via the Local Government Association, Association of Directors of Social Services, and many other professional bodies. The first request is to have funding evenly shared across authorities to reflect need.

9.4 A member asked if the results of the 2021 census, which were showing a change of profile of population in the county due to an increase in the number of older residents, were taken into account for funding allocations? The Committee were advised that the Government use a template of needs but that it had not been reviewed for a long time. It was anticipated that the awaited review of funding and Business Rates Retention review would not happen until the next parliament, probably late 2024 at the earliest.

9.5 **Budget underspends**, due to staff vacancies, were being partly used to offset overspends. **Action:** The Committee asked for further information on underspends on staffing costs to be reported in the next Performance and Resources report.

9.6 Members acknowledged that **inflation rates** were still high and were advised that part of the budget process for 2024-25 would be to consider the figure needed for the inflation reserve. Inflation is built into the budgets for Capital Programme schemes so can be contained in most scheme budgets and therefore the overspend has not been as high as expected.

9.7 The Government is reviewing **Local Enterprise Partnerships** as they have signalled that they do not see them running beyond April 2024. The services are expected to move to local authorities at county level, and the County Council is seeking advice on what that might look like and what funding might be available, and awaits the Government's final conclusions.

9.8 A member asked whether the proposed target for the new KPI on percentage of **adults with learning disability living in settled accommodation**, was sufficiently challenging. Should the target be higher to drive performance and it was explained that the target was more about achievability, with a 5% rise equalling about 150 people.

9.9 Members heard that the increase in **Doubtful Debt Provision** (DDP) had mainly been caused by the reduction in the Minimum Income Guarantee used in adult social care assessments leading to a delay in assessments. An action plan was now in place to address the backlog of assessments. Much effort was put into reclaiming older debts. It was planned to review DDP more regularly going forward.

9.10 The underspend on **National Concessionary Fares** was the result of passenger numbers not returning to normal after the pandemic. The matter had been discussed by the Communities, Highways and Environment Scrutiny Committee and would be monitored. Members asked when we would consider that the lower levels were the new normal and were advised that 2023-24 would be the key year for understanding changes in behaviour for this and any longer term impact would be picked up as part of the budget process.

9.11 The Committee noted procurement process delays have caused **slippage in capital expenditure** in the Finance and Property portfolio area. This has largely been due to staff availability to move projects on and closer working between teams is being actioned.

9.12 **Service Transformation Summary - Waste service transformation project Action:** Mrs Eves to respond in writing to explain what the third sentence (para 5, page 173) means and how the figure is reflected in the budget table.

9.13 **Risk – CR11 – Skills Shortages** – The Director of Human Resources and Organisational Development informed the Committee that

a restructure of the Resourcing Team had taken place and additional funding had secured 5 new posts which had been recruited to, so that each service had a dedicated resourcing team.

9.14 It had also been felt appropriate to use **Covid 19 grant** funding to clear the backlog of child protection cases in courts, which had been delayed during the pandemic when courts were closed.

9.15 **Levels of sickness absence in workforce** – The Workforce Information in Appendix 5 showed that Covid 19 was still having an impact on sickness levels in the County Council. The Committee had asked to see a breakdown on why staff were having sick leave, and this had been provided but had been time consuming to collate. The Cabinet Member for Support Services and Economic Development, Cllr Waight, had investigated how to cost out sickness absence and it seemed that local authorities used several different ways including by using salary, calendar days and work patterns, etc. Work in the County Council had led to a total cost per quarter based on occupational sick pay, caveated that this would be based on calendar days opposed to working patterns and further work would be done to see if the data could be improved. No specific trends in types of sickness absence were being identified so far but work was ongoing, and Members were keen to be kept updated on this and in particular the links between stress/anxiety levels and vacancy rates.

9.16 Cllr Waight asked if the Committee wanted to receive the additional workforce data in future and it was agreed that individual scrutiny committees should receive data for their portfolios but that it was still relevant for Performance and Finance Committee to receive the over-arching view.

9.17 The Committee were keen to receive feedback from the **Career and Skills Task and Finish Group** once available, particularly on the promotion of apprenticeship roles within the County Council, especially for young people leaving care.

9.18 Resolved – that the Committee:

1. Recognises that both officers and Cabinet Members are lobbying Government at every opportunity to increase funding for the Council.
2. Recognises that inflation continues to be a pressure for the County Council and there is a need to ensure future budget reflects this adequately.
3. Requests further information in Quarter 1 PRR on staff costs in relation to underspends.
4. Recognises the longer-term implications of the Covid pandemic and welcomes further information on how this impacts the budget in future reports and the budget process for 2024-25.

5. Raises concern around national concessionary fares that will be fed into the Communities, Highways and Environment scrutiny Committee meetings in future.
6. Raises concern around the level of Doubtful Debt Provision and welcomes the additional information provided so that the Committee can monitor going forwards.
7. Looks forward to receiving the outcomes of the Careers and Skills Task and Finish Group in September.
8. Welcomes the additional information to be provided on sickness costs in future reports.
9. Recognises the trend and links between stress/anxiety levels and vacancy rates and welcomes further information on this in future.

10. Scrutiny Annual Report 2022/23

10.1 The Committee considered a report by the Director of Law and Assurance (copy appended to the signed minutes).

10.2 Summary of responses to committee members' questions and comments:

10.3 Members acknowledged the large amount of work that had been covered by the scrutiny committees over the last year. The inter-relationship between the Regulation, Audit and Accounts Committee and the scrutiny committees should be explored going forwards.

10.4 It was felt the paragraph on the liaison with Surrey County Council needed fleshing out more and a reference to hosting the Surrey Councillors in return should be added. A meeting of officers, after the return visits has taken place, was planned to discuss findings and lessons learned. This would be reported in the 2023-24 annual scrutiny report.

10.5 Members agreed the scrutiny protocol was working well, informal briefings were helpful and well attended and that the annual scrutiny report, with the amendments in para 10.4, should be presented to County Council in July for discussion.

10.6 Resolved – that the Committee:

1. Recognises the importance of informal briefings to support the work of scrutiny.
2. Considers the links between Performance and Finance Scrutiny Committee and Regulation, Audit and Accounts Committee should be explored.
3. Welcomes and supports the Executive Scrutiny Protocol.

4. Supports the report being presented to County Council in July 2023.
5. Welcomes the visits to Surrey County Council and looks forward to the return visits and reflections on lessons learnt.

11. Requests for Call-in

11.1 There had been no request for call-in to the Scrutiny Committee within its constitutional remit since the date of the last meeting.

12. Work Programme Planning and possible items for future scrutiny

12.1 Resolved – that the Committee notes the Work Programme.

13. Date of next meeting

13.1 The next meeting of the Committee will be held on 7 September 2023 at 10.30 am at County Hall, Chichester.

The meeting ended at 1.25 pm

Chairman

Responses to Recommendations

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
End of June 2022 (Quarter 1) Quarterly Performance and Resources Report	26/9/22	Recognises the need to refresh the Pulse Survey	Director of Human Resources & Organisational Development/Cabinet Member for Support Services and Economic Development	Qtrly PRR	Initial meeting has now taken place to review Pulse Survey questions and frequency of undertaking it.	On-going
End of June 2022 (Quarter 1) Quarterly Performance and Resources Report	26/9/22	Requests that consideration be given to inclusion of a Key Performance Indicator on vacancy rates	Director of Human Resources & Organisational Development/Cabinet Member for Support Services and Economic Development	Council Plan and Budget scrutiny – January 2023	Currently considering this as part of the Council's KPI refresh	On-going
Workforce and organisational culture - update	26/9/22	Asks that consideration be given to gaining an understanding of why people join the organisation	Director of Human Resources & Organisational Development/Cabinet Member for Support Services and Economic Development	Qtrly PRR	Work in progress	On-going
SMARTCORE programme completion and funding	26/9/22	Supports training in-house staff to take forwards the system after implementation to	Director of Human Resources & Organisational Development/Cabinet	June 2023	This is now being considered as part of the overall implementation plan	On-going

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
		reduce reliance on external experts	Member for Support Services and Economic Development			
Responses to Recommendations	28/11/22	The Committee would like the Equality & Diversity Plan to be discussed at a future meeting	Director of Human Resources & Organisational Development	Feb BPG	January 2023	Ongoing
Update after first year of Joint Venture in Property Development	28/11/22	Requests scrutiny of the social value charter when developed	Director of Finance and Support Services and Head of Procurement	PFSC BPG Feb 2023	Noted	Ongoing
Recruitment and Retention	25/1/23	Requests an update report in a year with information broken down by service area and key risks. Also requested that more information is included in the quarterly Performance and Resources Report to provide an on-going summary of the situation	Director of Human Resources and Organisational Development		Quarterly updates will begin from the June 2023 meeting onwards Up-date report to be scheduled for the January 2024 meeting of the committee	Ongoing
End of December 2022 (Quarter 3) Quarterly	10/3/23	Recognises issues around the deteriorating condition of the county's	Chairman of the Community, Highways and			Ongoing

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
Performance and Resources Report		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	Environment Committee			
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	16/6/23	Recognises that both officers and Cabinet Members are lobbying Government at every opportunity to increase funding for the Council	N/A			N/A
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	16/6/23	Recognises that inflation continues to be a pressure for the County Council and there is a need to ensure future budget reflects this adequately	Director of Finance & Support Services			N/A
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	16/6/23	Requests further information in Quarter 1 PRR on staff costs in relation to underspends	Director of Finance & Support Services and Director of HR and Organisational Development		No further action - this is captured within the finance monitoring section of the quarter 1 PRR and progress against the saving for the year related to the 6% vacancy factor.	Completed for 7/9/23

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	16/6/23	Recognises the longer-term implications of the Covid pandemic and welcomes further information on how this impacts the budget in future reports and the budget process for 2024-25.	Director of Finance & Support Services		No further action at this stage and will be considered as part of the budget setting process over the next few months.	Completed for 7/9/23
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	16/6/23	Raises concern around national concessionary fares that will be fed into the Communities, Highways and Environment scrutiny Committee meetings in future	Chairman of the Communities, Highways and Environment Scrutiny Committee			N/A
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	16/6/23	Raises concern around the level of Doubtful Debt Provision and welcomes the additional information provided so that the Committee can monitor going forwards	Director of Finance & Support Services			N/A
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	16/6/23	Looks forward to receiving the outcomes of the Careers and Skills Task and Finish Group in September.	Director of HR and Organisational Development		An update report is on the agenda for September PFSC	Completed for 7/9/23

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	16/6/23	Welcomes the additional information to be provided on sickness costs in future reports.	Director of HR and Organisational Development		This continues to prove challenging and a verbal update will be provided at the September meeting	Completed for 7/9/23
End of March 2023 (Quarter 4) Quarterly Performance and Resources Report	16/6/23	Recognises the trend and links between stress/anxiety levels and vacancy rates and welcomes further information on this in future	Director of HR and Organisational Development		Further work will be undertaken in this area and reported on in due course.	Completed for 7/9/23
Scrutiny Annual Report	16/06/23	Recognises the importance of informal briefings to support the work of scrutiny	Committee BPG		The BPG will consider the need for informal briefings when developing the committee's work programme and planning individual meetings.	Completed for 7/9/23
Scrutiny Annual Report	16/06/23	Considers the links between Performance and Finance Scrutiny Committee and Regulation, Audit and Accounts Committee should be explored	Committee Chairmen		Members and officers to consider the links and crossovers when carrying out work programme planning to ensure work is co-ordinated with no duplication.	Completed for 7/9/23

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
Scrutiny Annual Report	16/06/23	Welcomes and supports the Executive Scrutiny Protocol.	Head of Democratic Services		Feedback will be included in the report to be presented to September Governance Committee	Completed Sept 2023
Scrutiny Annual Report	16/06/23	Supports the report being presented to County Council in July 2023	Head of Democratic Services	None	Report presented	Completed for 7/9/23
Scrutiny Annual Report	16/06/23	Welcomes the visits to Surrey County Council and looks forward to the return visits and reflections on lessons learnt	Head of Democratic Services		Return visits to be planned and then feedback will be shared with the committee	Completed for 7/9/23

Report to Performance and Finance Scrutiny Committee

7 September 2023

End of June 2023 (Quarter 1) 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 Our 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 their area of business.

The report (Annex B) reflects the position at the end of June 2023 and reports the Quarter 1 2023/24 position.

Of the 59 performance measures, 44% of measures are reporting as 'green', 19% as 'amber' and 22% as 'red'. 15% are new measure with no RAG rating as yet.

The projected outturn forecast for 2023/24 is a net £11.879m overspend.

The PRR also includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including workforce. The workforce statistics (Appendix 6) provides quarterly information on Key Performance Indicators (KPIs).

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

The Cabinet meeting on 12 September 2023 will approve the Quarter 1 Performance and Resources Report.

Focus for scrutiny

The Committee is asked to consider the PRR (Annex B). 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; the additional workforce information requested and Corporate Risk 11 controls and actions; recruitment and retention of key officers.

- 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 cyber security, the Capital Programme, Economy Plan, climate change and staff recruitment
- 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 Corporate Risk 22 financial sustainability
- The effectiveness of measures taken to manage the Council's financial position and any non-delivery of identified savings
- Any areas of concern in relation to the workforce indicators
- 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 Our Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change. In the first quarter, the **Key Performance Indicator** (KPI) measures reported:
 - 44% (26 measures) as 'Green'
 - 19% (11 measures) as 'Amber'
 - 22% (13 measures) as 'Red'
 - 15% (9 measures) are new and have no RAG rating as yet
- 1.4 Key performance indicators are regularly reviewed and Cabinet will be asked to agree a change to increase the target for Safe and Well Visits to households with at least one vulnerability or risk factor (Fire and Rescue

Service KPI) to reflect the 2022/23 outturn. In 2022/23 there were 4,680 visits and the target measure is regarded as insufficiently stretching. The target is proposed to increase from 4,000 visits to 5,000 from 1st April 2023.

- 1.5 The **forecast outturn position** for 2023/24 is a net £11.879m overspend. This is after increased investment income due to higher interest rates is factored in. The corporate contingency budget held for 2023/24 is £13m to assist with unplanned pressures and can be used at the end of the year to balance the budget. The Cabinet in September will be asked to consider and comment on the Qtr1 PRR, propose any specific action to take and agree a change in KPI in relation to Fire and Rescue Service safe and well visits.
- 1.6 Financial issues identified include the service challenges outlined below:
- Growing demand and complexity of need in adults and children's,
 - Increases in the cost of adult lifelong services provision,
 - The level of demand for and reliance on external placements for children
 - The rising numbers of children requiring high needs education,
 - Continuing inflation on goods and services
 - The delays in achieving savings and the need to re-profile some,
 - Recruitment and retention issues within the workforce.
- 1.7 The 2023/24 **savings** target across all portfolios is £9.6m. In addition, there remains £17.2m of previous years savings which needed to be re-profiled. The overall savings to be achieved in 2023/24 is therefore £26.8m. Of these savings £6m (22%) are considered to be at risk with no expectation of delivery in year. This is reflected in the forecast outturn position.
- 1.8 The impact of increasing costs within the **capital programme** continues to be monitored on a project-by project basis. The approved Capital Programme for 2023/24 is currently £122m.
- 1.9 Information in relation to **corporate risks** is included as Appendix 5. There is one new risk included in relation to school places demand and deliverability (CR76).
- 1.10 Of the **12 Workforce Key Performance Indicators**, nine are on track 'Green' and three are at risk 'Amber'.
- 1.11 The 'Amber' measures are set out below and more detail is in Appendix 6:
- The number of new apprentice starters since the start of the financial year (excluding schools).
 - Staff induction completion rates.
 - Rolling 12-month average number of calendar days lost due to sickness absence per full time equivalent.
- 1.12 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

Agenda Item 5

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 June 2023

Section 1: Adults Services Portfolio – Summary

Section 2: Children and Young People, Learning and Skills Portfolio – Summary

Section 3: Community Support, Fire and Rescue Portfolio – Summary

Section 4: Environment and Climate Change Portfolio – Summary

Section 5: Finance and Property Portfolio - Summary

Section 6: Highways and Transport Portfolio - Summary

Section 7: Leader Portfolio (including Economy) - Summary

Section 8: Public Health and Wellbeing Portfolio - Summary

Section 9: Support Services and Economic Development Portfolio -
Summary

Appendix 1: Performance By Portfolio - Summary Table

Appendix 2: Revenue Budget Monitor and Reserves

Appendix 3: Revenue Portfolio Grant Listing - As At June 2023

Appendix 4: 2023-24 Capital Monitor as at the end of June 2023

Appendix 5: Corporate Risk Register Summary

Appendix 6: Workforce Information

Background Papers

None

How to Read the Performance and Resources Report

The Performance and Resources Report is in three parts:

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

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

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

b. Portfolio reports (Sections 1-9): organised alphabetically by cabinet portfolio.

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

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

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

c. Supporting Appendices – for additional background and context:

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

Scrutiny Committee Documents

Relevant elements of the PRR are presented to Scrutiny Committees.

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

The dark green indicates the Scrutiny Committee's area of responsibility and the light green areas included for context and consideration where appropriate.

PRR Matrix – Documents for Scrutiny Committees

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

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers

Performance and Resources Report – June 2023

Introduction

1. This report provides an overview of the performance across the Council for the first quarter of 2023/24 (April - June). The information is reported on an outturn forecast basis and describes how the Council is delivering on the Council Plan's four priorities, with an underlying theme of protecting the environment:
 - Keeping people safe from vulnerable situations,
 - A sustainable and prosperous economy,
 - Helping people and communities fulfil their potential, and
 - Making the best use of resources.
2. The [Council Plan and Medium-Term Financial Strategy](#) were considered by Cabinet on 25th July. Insight into external factors including the economic environment, government policy and demographic changes, is available in the [External Context Annex](#) as well as an update on the financial position for the next five years.

Performance Summary - The Council Plan

3. **Appendix 1** provides a table of performance by priority with details of measures reported in the relevant Portfolio Section.
4. A number of changes to measures were agreed at Council in February 2023. Four were removed and 10 added to help focus on health, Education and Health Care Plans and workforce challenges. There are now 59 measures being monitored.

Table 1: KPIs Measures Removed In 2023/24:

5a&b	Uptake of flu vaccine in over 65s and of flu vaccine in 'at risk' groups.
14	Time to complete outstanding 'Deprivation of Liberty' cases.
45	County Councillors learning and development programme.

Table 2: KPIs Measures Added In 2023/24:

53	Mental Health – Self-reported wellbeing, people with a high anxiety score.
54	HIV late diagnosis in people first diagnosed with HIV in the UK.
55	Chlamydia – Proportion of 15-24-year-olds screened.
56	Education, Health and Plans (EHCPs) completed within 20 weeks.
57	Children and young people with Education, Health and Care Plans (EHCPs) accessing mainstream education.
58	Children and young people with Education, Health and Care Plans (EHCPs) accessing Independent and Non-Maintained Special Schools (INMSS).
59	Number of new pupil places.
60	Smoking cessation (4 week quits) of smokers from disadvantaged groups.
61	Smoking prevalence in adults (18+) – current smokers (APS) - to achieve Smokefree 2030 prevalence of 5% or below.
62	Positions which have been vacant from more than 100 days.

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5. Due to changes this quarter, measures are not directly comparable to Q4 2022/23.
6. The new measures in **Table 2** do not have a reported RAG rating yet. The majority are reported annually and will not have results until the year end. Previous performance data on these measures is in the relevant portfolio sections where available, but no RAG status is included as no targets were set for previous years.
7. **Table 3** provides an overview of the Q1 RAG status and Year End Forecast with reasons for those rated as amber or red included in the relevant portfolio sections.

Table 3 – Q1 Performance Summary Compared To Year-End Forecast

	Q1 2023/24	Year End Forecast
Red	13	8
Amber	11	16
Green	26	34
No RAG	9	1
Total	59	59

Performance Summary by Priority

Keeping People Safe from Vulnerable Situations

8. The **health and social care system** in West Sussex continues to experience significant pressure. The reasons are complex but include high demand from partners, in particular NHS partners requiring support in the timely and safe discharge of patients from hospitals.
9. **Adults Services** is doing everything it can to reduce delay in accessing services and is working with partners to ensure vulnerable people are kept safe and well. Service priority remains 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.
10. Following the publication of the **Ofsted Inspection of Local Authority Children's Services (ILACS) in May 2023** and the overall rating of 'requires improvement' the Council's focus is on getting to good and ultimately an outstanding service. The service has a Continuous Practice Improvement Plan (CPIP) initially overseen by the independent chair of the Continual Improvement Board (CIB) which will continue for six months for assurance the improvement remains on track. The inspection report praised the Council's 'relentless approach to improving practice' and the 'strong, determined and cohesive leadership team.'
11. A review of service priorities has been completed with a focus on evidence of good practice management, consistently good practice and on improving the partnership arrangements across children's services. **The Children First Transformation Programme** continues to provide the framework for service improvement and is on track with the implementation of Phase 2 of the Family Safeguarding Model and Phase 2 of the Fostering Service Redesign. Both are key to showing the level of improvement in practice and performance and improved outcomes.

12. Significant pressures remain in **Children and Young People, Learning and Skills** including the **levels of high demand and complexity** in the type of placement required for some young people. The service maintains consistent and appropriate threshold levels and continues to provide timely referrals, assessments and case allocation. Recruitment remains a high priority and the successful recruitment of over 30 qualified social workers through the South Africa programme is starting to impact on workload demand within the social work teams.

A Sustainable and Prosperous Economy

13. The County Council is investing a further £4.5m into **maintaining the county's highways and roads** following a sharp increase in safety defects and issues reported by residents. Last year West Sussex experienced extreme fluctuations in the weather which led to a higher-than-normal number of potholes forming. In the first five months of 2023 the County Council received 22,000 reports of potholes compared to an average of 15,800 reports per annum in the previous four years.
14. The **A286 North Street in Midhurst** was reopened on 23rd June following work to shore-up fire-damaged buildings. Reopening the road was a multi-agency effort.

Helping People and Communities Fulfil Their Potential

15. The **Adult Community Learning programme** has been reconfigured with a new model to be launched in September 2023 with an additional focus on Family Learning. There is also a greater co-ordination of work for those learning English for speakers of other languages (ESOL) and for those adults with learning difficulties.
16. **The Fire and Rescue Service** launched its new **Biker Down workshops** as part of Motorcycle Awareness Week. Nearly a quarter of those killed or seriously injured on the road are riding a motorcycle. The workshops include first aid, scene management, helmet removal and safety skills and the science of being seen.
17. The Council's **Operation Watershed Active Communities Fund** has awarded Rogate Parish Council £72,000 to tackle regular flooding and silt issues in the village. £54,000 was awarded to West Grinstead Parish Council to manage surface water flooding and West Dean Parish Council will receive £38,000 to improve the B2141 Chilgrove highway drainage system. Since 2013 Operation Watershed has successfully backed almost 400 projects and contributed more than £4m in funding; collaborating with groups in all districts and boroughs across the county.

Making the Best Use of Resources

18. Residents in Adur and Mid Sussex will see an **increase in the number of fire engines immediately available to respond to incidents**. Fire stations in Burgess Hill, East Grinstead, Haywards Heath and Shoreham will provide an immediate response capability from 7am until 7pm, seven days a week. This improves emergency response times by 13 seconds across the county and provides greater flexibility and capacity for completing vital prevention and protection work, such as Safe and Well Visits, delivering community safety events, and working with businesses to support their fire safety responsibilities.

Protecting the Environment

19. The third round of the County Council's **Solar Together Sussex Scheme** attracted a record number of residents wanting to install solar panels and battery systems to reduce carbon emissions and energy costs. By the end of May, more than 5,200 West Sussex residents had registered for the scheme. The County Council runs the scheme on behalf of local authorities across Sussex and more than 10,600 households registered for the latest round. Through two previous rounds in 2020 and 2021, the County Council helped to install 1,700 solar PV systems with a combined generation capacity equivalent to Westhampnett Solar Farm.
20. Another £97,664 of grant funding has been secured to support the creation of more **Heat Decarbonisation Plans** through the newly opened 4th phase of the Low Carbon Skills Fund (LCSF). This grant offers revenue funding to target sites that burn oil for heating at some of the Council's most carbon intensive locations. The surveys will inform future proposals for decarbonisation works.
21. Work has commenced to examine the potential **of County Council land for carbon sequestration and biodiversity initiatives**. The study will be completed in the autumn and will form part of the evidence base for how the Council will offset carbon emissions and inform site specific interventions.
22. As part of the **West Sussex Bus Service Improvement Plan** there is a new 500 service run by Stagecoach South from July 2023. The route will run between Chichester, Shopwhyke, Tangmere, Fontwell, Barnham, Yapton and Littlehampton. All vehicles will be low emission euro 6 buses, locally branded to reflect the areas served and fully compliant with all access requirements.

Finance Summary

23. The forecast revenue outturn position for 2023/24, at the end of June, is currently projecting an overspend on services of £18.217m, but overall, **a net £11.879m overspend** when non-service budgets are factored into the position. This represents 1.7% of the overall budget. A balanced budget can be achieved by using corporate contingency.
24. **Table 4** reports the projected revenue outturn position by Portfolio. Full details and explanations are set out in the Portfolio Sections at the end of this report.

Table 4 –Projected Outturn Variation by Portfolio

PORTFOLIO	CURRENT NET BUDGET (£'000)	PROJECTED OUTTURN VARIATION (£'000)	VARIATION %
Adults Services	242,653	2,000	0.8%
Children & Young People, Learning & Skills	182,889	15,866	8.7%
Community Support, Fire & Rescue	47,768	285	0.6%
Environment & Climate Change	73,867	1,385	1.9%
Finance & Property	28,058	881	3.1%
Highways & Transport	47,345	-2,200	-4.6%
Leader	3,016	-100	-3.3%
Public Health & Wellbeing	0	0	0.0%
Support Services & Economic Development	41,170	100	0.2%
Portfolio Total	666,766	18,217	2.7%
Non Portfolio (Excluding Contingency)	29,028	-6,338	-21.8%
Contingency	13,009	0	0.0%
Total	708,803	11,879	1.7%

-25,000 -15,000 -5,000 5,000 15,000 25,000
(£'000)

Key:
■ and ■ - Reports the Q1 Projection

Financial Risks and Service Portfolios

25. The individual portfolio sections within the report explain the key movements which have occurred during the year, however the main areas to note across council services include:
- Growing demand and complexity of need in adults and children’s social care,
 - Increases in the cost of adult lifelong services provision,
 - The growing need for and cost of external placements for children,
 - The rising numbers of children requiring high needs education,
 - Continuing inflation pressures on goods and services,
 - The delays in achieving savings,
 - Recruitment and retention issues within the workforce.
26. As part of the budget setting process for 2023/24, the County Council allocated £51.9m of pay and price inflation to assist services with inflation, including an allowance for discretionary inflation which averaged 5.5% and pay inflation of 4%. Many high-value contract inflation values were set prior to April 2023 and inflation increases were built into budgets. In recent weeks, there have been signs that inflation in the UK is starting to fall. The latest forecast spend for the year shows that the price inflationary costs on services can be contained within the budget.
27. The 2023/24 National Joint Council (NJC) pay award continues to be negotiated between employers and unions. Employers have proposed a ‘full and final offer’ of:
- An increase of £1,925 (pro rata for part-time) for all NJC pay points.

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- An increase of 3.88% on all pay points above the NJC pay spine, but below deputy chief officer.
 - An increase of 3.88% on all allowances.
28. Once agreed, it is expected that any pay agreement will be funded from the 4% pay inflation allocated at budget setting with the remaining balance being drawn from the Inflation Contingency Reserve which has a current balance of £4.8m.
29. The **Adult Services Portfolio** is projecting a £2m overspend. Underlying demand pressures within Older People and Lifelong Services with reprofiled savings from previous years has led to an estimated overspend of £15m. In-year mitigations of £13m have been actioned through the use of one-off balances and staff vacancies. Challenges are compounded by staffing vacancies and the impact of the backlog on financial assessments. Good progress has been made and the latter is expected to be completed by the autumn. New cases are being processed within an average of 15 days against a target of 20. Further information is in **Section 1**.
30. After allowing for a £10m one-off drawdown from the Social Care Sustainability Reserve anticipated in the Budget Report, the **Children and Young People, Learning and Skill's Portfolio** is projecting a £16m overspend. The increasing demand and costs associated with placements for Children We Care For is the main factor for the overspend. Continued growth in pupil numbers and increasing contract prices have also led to an overspend within the Home to School Transport Service of almost £5m. Staffing vacancies and retention continue to affect service delivery. Further details are in **Section 2**.
31. As at the end of March 2023, the **Dedicated Schools Grant (DSG) Reserve** is reporting a £41.9m deficit, with a further £20.3m projected overspend in 2023/24. This would increase the overall DSG overspend to £62.2m by the end of the financial year. Work to clear Education, Health and Care Plan (EHCP) assessment backlogs may increase the overspend. This deficit remains a key concern for the County Council. Work is underway helped by the Government-led Delivering Better Value Initiative to improve SEND services and ensure they are sustainable. A grant bid for £1m has been submitted. This is welcomed but will not resolve the pressure and the County Council continues to lobby government for a longer-term solution.
32. The Government has confirmed that the statutory override for the DSG deficit will remain off the County Council's balance sheet until 2025/26, however the deficit will continue to have an adverse effect on the County Councils cash flow and return on investments. Currently, the deficit is forecast to result in a loss of investment income of £2.3m in 2023/24.
33. The **Community Support, Fire and Rescue Portfolio** is reporting a £0.285m overspend largely due to additional coroner costs. Further details are in **Section 3**.
34. The **Environment and Climate Change Portfolio** is reporting a £1.385m overspend. There has been an increase in waste volumes from kerbside collections and waste disposed of at Household Waste Recycling Sites and a reduction in the saleable value of recyclate as markets stabilise. Delays in the creation of the Halewick Lane solar and battery storage site have added to the overspend projection and the planned £0.5m income generation saving is now not expected to be delivered until 2024/25. Further details are in **Section 4**.

35. The **Finance and Property Portfolio** is reporting a £0.881m overspend due to a reduction in rental income from the City Park site in Hove as the current tenant vacates the building in September 2023. Further details are in **Section 5**.
36. The **Highways and Transport Portfolio** is reporting a £2.2m underspend due to a reduction in projected energy costs for the street lighting PFI and a reduced uptake of concessionary fare journeys. Further details are in **Section 6**. In 2023/24, the Council included an additional £4.5m for improvements to highways.
37. The **Leader, Public Health and Wellbeing and Support Services and Economic Development Portfolios** are all reporting a small variation or balanced budget. Further details are in **Sections 7, 8 and 9**.

Non-Portfolio and Sources of Finance

38. Within the **Non-Portfolio** budget, the County Council is benefiting from the recent rises in the Bank of England's interest rates. At February 2023, the bank rate was 3.5%, but has increased to 5.25%. Currently an extra £6.3m of additional investment income is forecast in 2023/24 and will be used to help mitigate the in-year overspending within service portfolios.
39. The County Council's **Contingency Budget** is reported within the Non-Portfolio budget section of the accounts. For 2023/24, a £13.008m Contingency Budget is available to assist with unplanned in-year pressures.
40. At this early stage it is forecast that the overspend on services of £18.2m can be funded through the additional investment income and the corporate contingency budget. However, the forecast position on services will continue to be closely monitored through the year and in year mitigations are being actioned.
41. The forecasts from the district and borough councils for the 2023/24 **Business Rates and Collection Fund** receipts show additional funds of £6.3m compared to the amount in the budget. The Government published the 2023/24 **Services Grant** allocations in February 2023 meaning an increase in funding of £0.126m. These amounts have been transferred to the Business Rates and Collection Fund Smoothing Reserve but can be drawn down at the year-end if needed.
42. **Budget** of £5m is currently held within Non-Portfolio. Of this funding:
 - £4.5m is allocated for additional revenue and capital **Highways Maintenance** works including road repairs, drainage prevention, sign cleaning and maintenance and tree works.
 - £0.5m is allocated for **Employment and Skills**, of which £0.150m is to be spent in 2023/24 to increase capacity for key projects and programmes. The remaining funding is planned to be used in 2024/25 and 2025/26.
43. Budget from these two areas will be transferred to the relevant portfolios later in the financial year when spending has been incurred.
44. Looking forward into 2024/25 and beyond, the County Council recognises the need for **continued investment in Highways Maintenance** to improve road infrastructure to improve journeys for residents and support business. Further investment options are being considered as part of the Medium-Term Financial

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Strategy and development of the 2024/25 budget and capital programme to be published in February 2024.

Savings Update

45. The 2023/24 savings target across all portfolios is £9.6m. In addition, there remains £17.2m of previous years savings which were reprofiled. Therefore, the **overall savings to be achieved in 2023/24 total £26.8m.**
46. To ensure that all savings are monitored with the same robustness and urgency, **Table 5** has amalgamated all the savings which need to be delivered.
47. Of the total £26.8m savings:
 - £12.0m (45%) is judged as on track and has either been delivered as originally envisaged or through a different way,
 - £8.8m (33%) is amber where further work is required to ensure the saving can be achieved. If not the projected overspend will increase, and
 - £6.0m (22%) is red with no expectation of delivery in year. Red savings are reflected within the forecast outturn position.
48. The savings at greatest risk are within Adult Services where £5.2m of savings are no longer expected to be achieved in year and a further £6.4m are judged as 'at risk'. Plans have been put in place to achieve the targets in full in future years, so their status should be seen as delayed rather than non-deliverable.
49. **Table 5** summarises the savings position by Portfolio. Details of each saving is included in the separate portfolio sections.

Table 5 – Savings Summary

	RED	AMBER	GREEN	BLUE	
Total Savings 2023/24	Significant Risk Not Delivered (£000)	At Risk (£000)	On Track Delivery In Year (£000)	Delivered On an On-Going Basis (£000)	Total (£000)
Adults Services	5,158	6,433	1,880	1,000	14,471
Children & Young People, Learning & Skills	0	1,620	1,923	1,080	4,623
Community Support, Fire & Rescue	0	0	670	0	670
Environment & Climate Change	760	0	832	900	2,492
Finance & Property	0	0	586	0	586
Highways & Transport	100	155	2,344	0	2,599
Leader	0	0	18	0	18
Public Health & Wellbeing	0	0	0	0	0
Support Services & Economic Development	0	600	550	158	1,038
TOTAL	6,018	8,808	8,803	3,138	26,767

Savings Key:

R Significant Risk
 A At Risk
 G On Track
 B Delivered

Revenue Grants

50. Since the creation of the 2023/24 Budget, the County Council has been awarded a number of new grants totalling £15.6m, for which there are associated spending plans and therefore have a net nil impact on the overall financial position. Details of these allocations are reported in **Appendix 3**.
51. **Table 6** details the small number of Covid-19 grant balances available in 2023/24. All Covid-19 grant balances remaining are fully committed to be spent in year.

Table 6 – Covid-19 Grant Listing

Covid-19 Grant	Details of Planned Expenditure	Grant Available 2023/24	Known Commitments
Local Authority Non-Ringfenced Grant	One-off funding for Children’s Social Worker Overseas Recruitment, EP pandemic backlog and HR Recruitment	£1.035m	£1.035m
Local Council Tax Support	To fund the local council tax hardship scheme	£0.316m	£0.316m
Contain Outbreak Management Fund	Completion of agreed projects, Public Health pandemic staffing and Health and Intervention actions within Adult Services	£1.874m	£1.874m

Capital Programme Summary

52. The Capital Programme, approved by Council in February 2023, totalled £124.9m for 2023/24. During 2022/23, £2.9m, originally profiled to be spent in 2023/24, was accelerated into 2022/23, which has led to the revision of the capital programme value for 2023/24 down to £122.0m.
53. Profiled spend has since increased overall by £0.9m within the Highways and Transport Portfolio, to give a forecast spend for 2023/24 of £122.9m. Although spend is broadly in line with the capital budget, it is early in the year and the nature of capital spend means variations in year will be expected.
54. The Capital Programme Budget Monitor, as at June 2023, is presented in **Appendix 4** with the details of each scheme reported within the individual portfolio sections.

Capital Programme Inflation Risk

55. Inflationary pressures continue to affect the Capital Programme. The Department for Business and Trade has reported that the average cost of materials used in all types of work across the construction sector rose by 1.5% in May 2023 compared to the same month last year. The Office for National Statistics reported that construction output increased by 0.3% during the quarter to June.
56. Some of the Council’s in-flight projects have contingency or inflation provision built in. If high inflation continues to affect the capital programme, block maintenance and annual works programmes could be managed within the financial envelope by delivering fewer schemes in the short-term. This would compound the problem in future years and require more funding at a later date to get back on track.

57. Projects which require additional funding to cover inflation will continue to go through the governance set out in the Capital Strategy to ensure all are assessed case-by-case. The Capital Programme contains a £10m corporate contingency to cover overall uncertainty and volatility with specific regard to economic conditions, availability of labour and increasing costs and broader inflation.

Corporate Risk

58. The County Council’s corporate risks are reviewed regularly to ensure risks are understood and appropriate mitigation takes place with the Corporate Risk Register reported to the Regulation, Audit and Accounts Committee.
59. Risks which have a direct impact on a specific portfolio are reported in the Portfolio Sections of this report, however **Table 7** summarises changes to the Corporate Risk Register since the last quarter.

Table 7 – Corporate Risk Updates

Risk No	Risk	Action	Reason	Previous Score	Current Score
CR68	Covid-19 – Services will fail to deliver existing work plans	Close risk	No impact felt for a considerable time. Business as usual response expected going forward	10	10
CR72	Unregistered care homes - children and young people will not be cared for in settings that best meet their needs	De-escalate risk to Children and Young People and Learning Risk Register	Due to completion of mitigating actions and low likelihood of risk event	8	8
CR74	Overdue re-procurement of care and support at home services	De-escalate risk to Adults and Health Risk Register	Risk reduced significantly and new arrangements to commence in April 2024	6	6
CR76	Delivery of school places	New risk	Requirement for certain projects to demonstrate water neutrality before planning approval is obtained, and how this might affect the provision of sufficient school places	-	12

60. Further details on all corporate risks can be found in **Appendix 5 – Corporate Risk Register Summary**. Full details of the latest Corporate Risk Register, including actions and mitigations can be found under the County Council’s [Regulation, Audit and Accounts Committee Agenda](#) website.

Workforce

61. **Appendix 6** reports that of the 12 workforce KPIs with a RAG status indicator, nine are rated Green – On Track and three are Amber – At Risk.
62. The Amber – At Risk measures relate to:
- **The number of new apprentice starters since the start of the financial year (excluding schools)**. There were eight new apprentice

starters in Q1 when 14 would be expected. This will improve with the start of the academic year and a return to capacity for the Apprenticeship Team.

- **Staff induction completion rates.** Due to the unforeseen need to move to a new Learning and Development IT system, it is likely some module data for Q1 is missing. It is expected this issue will be resolved in Q2.
- **Rolling 12-month average number of calendar days lost due to sickness absence per FTE.** The first quarter reports 15.9 calendar days per FTE lost due to sickness; the same as 2022/23 Q4.

Sections and Appendices

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

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

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Adults Services Portfolio – Summary

Performance Summary

1. Performance highlights this quarter:

- In preparation for the Care Quality Commission (CQC) assurance assessment of adult social care, where all local authorities will be assessed on the delivery of their statutory Care Act 2014 adult social care duties, **a self-assessment has been prepared against nine quality statements**, mapped across the four themes of working with people; providing support; ensuring safety; and leadership. Work has been ongoing throughout the quarter to develop the self-assessment report using the ADASS 'Getting Ready for Assurance: A guide to support the development of your adult social care assessment'. The guide and the workbook provide a framework to enable the completion of an objective, honest and authentic self-assessment of the County Council's strengths and areas to improve, driving the focus of improvement planning and delivery at a local, regional, and national level. The self-assessment will be shared with members, staff and partners. The CQC will begin initial formal assessments from September 2023 and it is expected that all local authority assessments will be completed within two years. From this point, CQC will confirm its longer-term approach to regular ongoing assessments.
- The **health and social care system in West Sussex continues to experience significant pressure** and this dominates the work of the service. Recognising the demands this places on our staff, 250 staff members came together in April to recognise their achievements and to focus on their wellbeing and resilience. This was the first face to face conference since the Covid-19 pandemic. Workshops were provided which covered Putting People at the Centre of Care, Equality, Inclusion and Belonging, Working with Health, and Working in Co-production, with a key note speaker providing staff with advice and guidance on how they can 'Flourish in an Ever Demanding World'.
- The Prevention Assessment Team continues to **support residents with early intervention, advice and guidance** to help them to remain living independently in their own homes and to reduce the impact and demand on adult social care. During the quarter, 471 new customers came into the service and are now being provided with a range of support.

Our Council Performance Measures

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

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Adults Services		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
13	<p>Measure: Outcomes of safeguarding risk – where a risk was identified, the outcome/expected outcome when the case was concluded for Section 42 enquires (% where risk remains).</p> <p>Reporting Frequency: Quarterly</p>	8.26%	Dec-22	Mar-23	Jun-23	↓	G
			G	G	R		
			8.0%	7.8%	9.3%		
<p>Performance Analysis: Jun-23: Performance this quarter reflects an increase in risk remains from Q4 2022/23. Consideration is being given to the possible impact of devolved enquiries, particularly in relation to Mental Health Services and the complexity of service users in this area. There has also been additional focus on care homes subject to the Provider Concerns Framework and the assurance required prior to being satisfied of the reduction of risk for individuals.</p> <p>Actions: Greater scrutiny is being applied to open Section 42 enquiries to ensure they are managed in a timely way and risk remains is appropriately considered and recorded. The Enquiries Team Manager is screening all devolved enquiries at sign off, to follow up with the respective providers where risk remains. The plan is for these to be only signed off when the risk is reduced.</p>							
11	<p>Measure: Percentage of contacts to adult social care that progress to a social care assessment</p> <p>Reporting Frequency: Quarterly, reported a quarter in arrears</p>	25.0%	Sep-22	Dec-22	Mar-23	↓	G
			G	G	G		
			14.3%	11.4%	15.1%		
<p>Performance Analysis: Jun-23: This KPI measures the number of people that have progressed to an assessment (started, in progress and ended), of all completed initial contacts. Performance reported is for Q4 (2022/23), as data for this measure is retrospectively updated, to ensure that the number of people who have progressed to an assessment has been confirmed on the case management system. Performance has continued to exceed the target 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 services.</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>							
36	<p>Measure: Percentage of adults that did not receive long term support after a period of reablement support</p> <p>Reporting Frequency: Quarterly</p>	85.5%	Sep-21	Mar-23	Jun-23	→	A
			A	A	A		
			81.3%	81.7%	81.7%		
<p>Performance Analysis: Jun-23: The County Council has been working closely with the reablement provider to address performance issues noted in 2022/23 in terms of delivering the contracted number of reablement starts. The Q1 result for 2023/24 is based on the outturn position from 2022/23 which was confirmed as part of the statutory reporting to Department of Health and Social Care in July 2023. National data will be published in October 2023, this will provide benchmarking data to demonstrate how the County Council have performed against national and regional comparator groups.</p> <p>Actions: As part of the Adults Improvement Programme 2023-25, work will continue with Adult Social Care systems development (PaS Project), and the council's reablement provider, to improve the recording and submission of data in-line with the changes highlighted within the 2023/24 Adult Social Care Framework (ASCOF).</p>							
12	<p>Measure: Percentage of adult social care assessments that result in a support plan</p> <p>Reporting Frequency: Quarterly, reported six months in arrears</p>	80%	Jun-22	Sep-22	Dec-22	↓	A
			G	A	A		
			72.9%	63.3%	62.2% (2022/23 Target: 65-75%)		

Adults Services		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Jun-23: Performance reported is for Q3 (2022/23), as data for this measure is retrospectively updated, to ensure that the outcome of the assessment and the need for a support plan have been completed. Retrospective reporting is required as the full client journey must be completed, linking the original contact, assessment and support plan to ensure accurate reporting. Due to the complex nature of some cases and service availability to meet client needs, there is a lag in reporting to relate data and activity to the right quarter.</p> <p>Actions: This measure will be continually monitored and performance will be updated throughout the year to reflect the additional assessments.</p>							
37	<p>Measure: Percentage of adults that purchase their service using a direct payment</p> <p>Reporting Frequency: Quarterly</p>	27.4%	Dec-22	Mar-23	Jun-23		G
			A	R		↓	
			25.5%	22.5%			
<p>Performance Analysis: Jun-23: This measure is part of the national Adult Social Care Framework (ASCOF). There are a number of changes being implemented this year, along with new statutory reporting requirements for Client Level Data (CLD) and implementing these changes to meet in-year reporting requirements has impacted the ability to provide Q1 data for this measure. It is expected that this data will be available for Q2.</p> <p>In the meantime, the RAG status will be based on the latest data available (March 2023).</p> <p>Actions: Providing people with a Direct Payment, to give more choice and control over how care is purchased, remains a key priority for Adults Social Care and is fundamental to support planning where this is an appropriate option to meet care and support needs. The baseline position for 2023/24 of 27.4% is based on the 2022/23 outturn result and is comparable with other local authorities.</p>							
38	<p>Measure: Percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months</p> <p>Reporting Frequency: Quarterly</p>	80.0%	Dec-22	Mar-23	Jun-23		A
			R	R	R	↓	
			51.8%	52.4%	44.4%		
<p>Performance Analysis: Jun-23: The percentage of users of adult services and their carers that are reviewed and/or assessed in the last 12 months, continues to remain below target at the beginning of 2023/24. Reviews and/or assessments for users of adult services and their carers are currently not being prioritised in date order, on which this measure is based and therefore, will not account for all reviews and assessments completed by Adult Social Care operational teams during the last quarter.</p> <p>As at 3rd July 2023, there were 6,449 people with an open long-term service of which 2,848 (44.4%) had been reviewed and/or reassessed in the last 12 months. Prioritisation of reviews and/or assessments is focused on keeping vulnerable people safe and carried out with a focus on people's strengths and wishes, supported by new forms and processes which were adopted by operational teams at the start of 2023/24, with a focus on quality of practice, supporting the County Council's strategic priorities as set out in Our Council Plan and Adult Social Care Strategy. Workforce challenges being experienced by the Council, as across the country, will continue to impact the performance of this measure.</p> <p>Actions: As part of the Adults Improvement Programme 2023-2025, an extended piece of work will be undertaken within Lifelong Services to focus on the reviews and assessments of adult services users and their carers, which is expected to improve performance. Those at greatest risk will continue to be prioritised for review, regardless of whether their last review and/or assessment has been within the last 12 months.</p>							
39	<p>Measure: The percentage of adults with a learning disability in paid employment</p> <p>Reporting Frequency: Quarterly</p>	4.0%	Dec-22	Mar-23	Jun-23		R
			R	R	R	↓	
			3.0%	2.9%	2.6%		

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Adults Services		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Jun-23: The service is continuing to engage the market to support people to prepare and access paid employment. Changes to the national Adult Social Care Outcomes Framework (ASCOF) has resulted in this measure being removed from statutory returns in 2023/24. However, supporting people into employment remains a priority for the County Council, with the Adult Social Care Business Plan and work underway to review this measure to include all working age adults supported by the Council, and to include those in both paid and unpaid work.</p> <p>Actions: The Adult Social Care Service will be working with colleagues in Performance and Intelligence to specify a new performance measure to include all working age adults within paid and unpaid (voluntary and work experience) placement. This will be agreed with the Health and Adult Social Care Scrutiny Committee and Cabinet prior to any changes being made to corporate performance measures.</p>							
40	<p>Measure: The percentage of adults with a learning disability living in settled accommodation</p> <p>Reporting Frequency: Annually</p>	60.0%		2021/22	2022/23		G
	<p>Performance Analysis: Jun-23: This is a new measure for 2023/24 and is part of the national Adult Social Care Framework (ASCOF). There are a number of changes being implemented this year in relation to statutory reporting requirements and the definition for this measure has not been finalised. The baseline position for 2022/23 of 60.9% is comparable with other local authorities.</p>						
44	<p>Measure: Percentage of people affected by domestic violence and abuse who feel safe upon leaving the service</p> <p>Reporting Frequency: Quarterly</p>	90.0%	Dec-22	Mar-23	Jun-23		G
			G	G	A	↓	
	<p>Performance Analysis: Jun-23: In the last reporting quarter, the Domestic Abuse Service has closed 106 victims/survivors following a period of engagement with the service. The percentage of clients who reported feeling safer following engagement was 86%. In addition to the 106 clients closed in this period, there were also two "other contact" forms submitted which related to clients who received a short-term intervention, but whom were all provided with safety planning advice.</p> <p>The current data reflects that the service asked and recorded the clients' views of their safety on 82% of clients closed. The 18% missing data relates to clients who disengaged from the service mid-support; it was not possible to ask their view on their safety.</p> <p>In addition to 86% of clients feeling safer, it is important to recognise that our data evidenced that clients exiting the service have also reported the following:</p> <ul style="list-style-type: none"> • 74% reported improved wellbeing. • 67% reported their quality of life improved. • 70% were optimistic about the future. • 74% reported feeling more confident. <p>In this last reporting quarter, the service has completed an additional 90 intake forms for new victim/survivors allocated to a community keyworker across the domestic abuse and sexual violence service.</p> <p>Actions: Whilst the numbers of Insight Evaluation forms have remained similar in number to the last reporting quarter, it is still not fully reflective of the current workload across the Independent Domestic Violence Adviser's and Domestic Abuse Practitioners. There remains work to do with frontline teams to ensure this information is being captured to evidence the crucial impact they continue to have on victim/survivors accessing support.</p> <p>There have been discussions with the Data Team and the Domestic Abuse Management Team to progress client reported impact data onto the Mosaic primary recording database. The service is aware that using a scaling mechanism linked with their Individual Safety and Support Plan (ISSP) areas, it will be possible to effectively record and evidence the reported change across a variety of support areas. The Domestic Abuse Data Dashboard continues to evolve to evidence the demand, work, outcome, and impact data from victim/survivors of domestic and sexual violence and abuse in West Sussex. This information is reflecting the Worth Domestic Abuse Service and the Multi Agency Risk Assessment Conference (MARAC) in West Sussex.</p>						

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Older People – Underlying demand pressure brought forward from 2022/23, plus projected backdated costs	£8.300m	Staffing vacancies within the service	(£1.200m)	
Older People – Non delivery of saving	£0.714m	Planned use of Improved Better Care Fund	(£3.300m)	
Lifelong Services – Projected in-year increase in demand – transitions from children to adults	£1.542m	Planned use of grant funding	(£7.100m)	
Lifelong Services – Non delivery of saving	£4.444m	Reduction in the reablement block contract – lower level of service demand than anticipated.	(£1.400m)	
Adults Services Portfolio - Total	£15.000m		(£13.000m)	£2.000m

Financial Narrative on the Portfolio's Position

- As at the end of June, the forecast for the Adults Services Portfolio budget is a projected overspend of £2.0m. The main variations are described below.
- Overall, the overspend forecast for the **Older People** cohort is £9.0m. This is largely due to the underlying demand pressure of £5.7m brought forward from 2022/23 which emerged after the budget had been set and from the clearance of backlog cases; alongside an estimated £2.6m of continuing retrospective growth in customer numbers which relate to 2022/23 but will need to be funded from the 2023/24 budget. These items together total £8.3m.
- A saving of £2.6m relating to the Shaw contract continues to be monitored this financial year. The overall saving is based on the County Council achieving an average occupancy of 90% a year. Based on the pattern of occupancy in 2022/23, an average of 87% is judged to be more realistic at this time, therefore the current forecast assumes a £0.7m shortfall in saving delivery in 2023/24.
- The main risk to the **Lifelong Services** budget relates to savings, where the target is £8.3m in 2023/24. Most of this was due to have been delivered in 2022/23 and has been supported by the allocation of resources from the Service Transformation Fund to enable additional capacity to be recruited. Progress to date, especially in connection with customer reviews which is the largest individual target, has been limited and a shortfall of £4.5m is currently forecast. Plans have been prepared to achieve the targets in full, so their status should be seen as delayed rather than non-deliverable.
- Elsewhere within Lifelong Services there are pressures of £1.5m, the majority of which is as a result of increased numbers of young people transitioning through to adults which had not been anticipated when the

budget was set. Costs in budgets such as transitions, residential colleges and college transport continue to rise sharply as more young people move across. Establishing an accurate picture about this continues to prove a challenge, making it another area where the projection involves a greater element of estimation than might be expected. The total overspend for Lifelong Services is £6m.

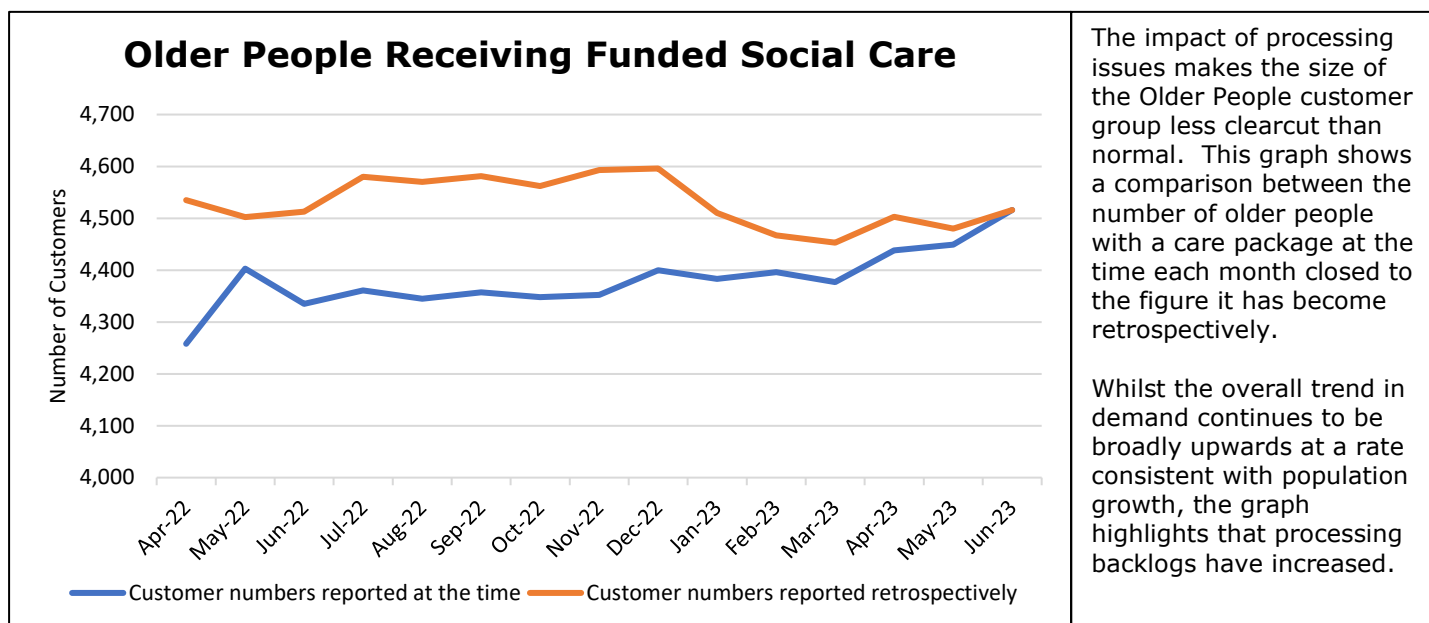
8. **Mitigations.** Across care budgets there is estimated overspend of £15m, though the reality is that this extends over a range of between £13m and £18m due to the volatile nature of the budget. Mitigations of £13m have been identified, including:

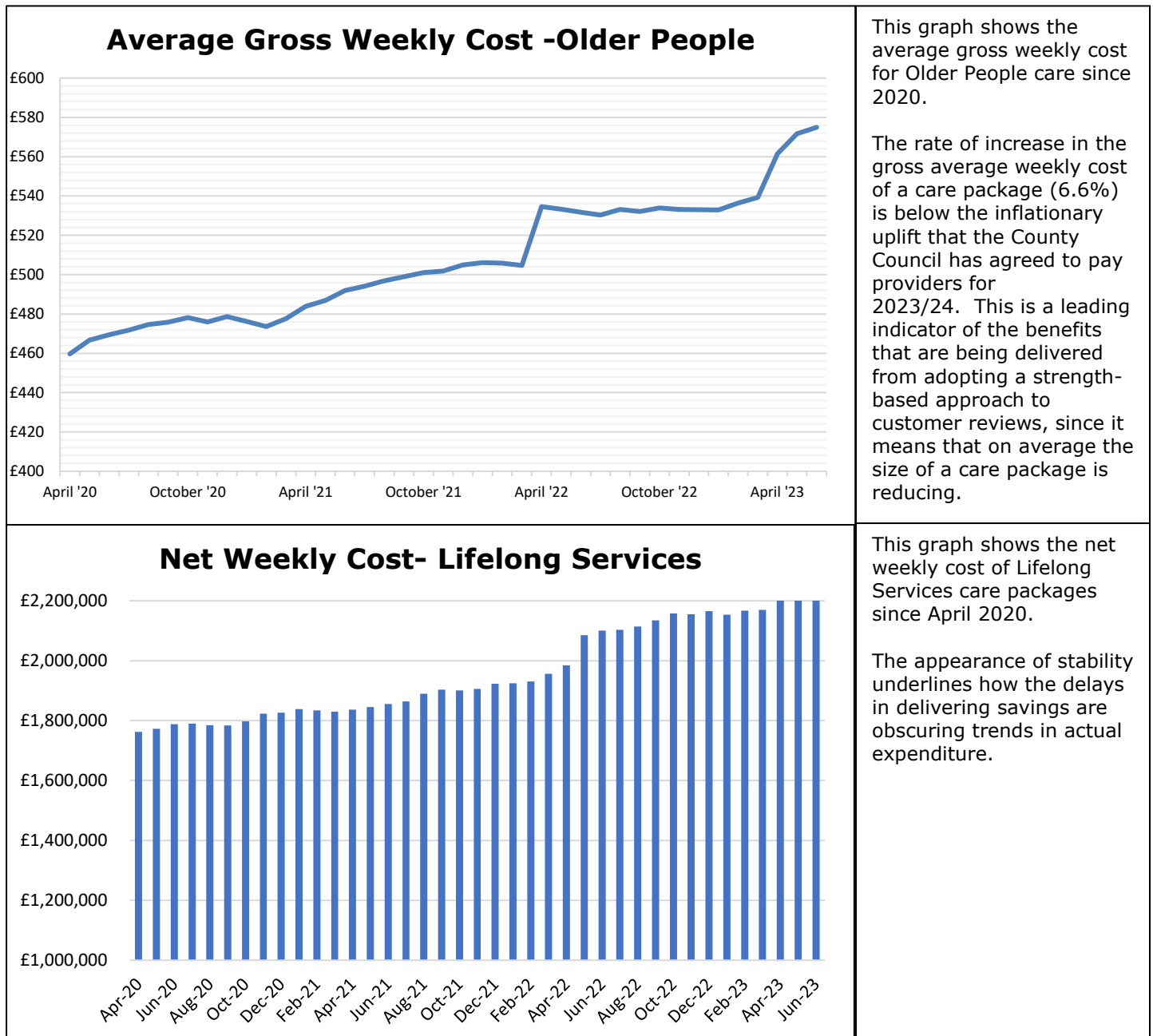
- £3.3m – Planned use of the Improved Better Care Fund.
- £7.1m – Use of grant.
- £1.2m - Staffing underspend - vacancies and pay grade variations.
- £1.4m - Other funding opportunities, including the reablement block contract where a lower level of service than originally sought is currently being delivered by the provider.

9. Of those mitigations, £7m are expected to be recurring. It is assumed that savings will be delivered in full by 2024/25 and therefore the Adults budget is not bound to take a significant structural deficit into future years.

10. In relation to **grant funding**, Government has announced that additional funding will be provided to local authorities through the Market Sustainability and Improvement Fund. Of the £365m allocation, West Sussex have been allocated £5.0m in 2023/24. There will be a further allocation in 2024/25, but its value remains unknown at this stage. The purpose of the funding is to 'increase social care capacity'. A spending plan is being prepared based on the grant conditions.

Cost Driver Information





Savings Delivery Update

11. There are £14.471m of planned savings to be delivered within the Portfolio. Delivery to date has been limited with £5.2m currently reported as 'At Significant Risk' and a further £6.4m reported as 'At Risk'. Details are shown in the table below:

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Saving Activity	Year	Saving to be Delivered in 2023/24 (£000)	June 2023		Narrative
Delivery of Public Health outcomes through Adult Social Care Services	2023/24	500	500	B	
Avila House -Proposed extra care housing scheme in Worthing for younger adults.	2023/24	100	100	A	Contract negotiations are continuing with the service provider. Subject to agreement of a Cabinet Member decision report, the first customers could move into this provision during November.
Community Care (Including Redirecting residential customers to home-based care saving)	Prior Years	8,336	3,944	R	Savings at risk of not being delivered until 2024/25 because of timing and capacity reasons.
			4,392	A	Savings estimated to be delivered in 2023/24 based on the number of customer care reviews expected to be completed.
Non-residential customers to remain at home with reduced package	Prior Years	766	766	A	Savings are dependent on the volume of activity delivered by the County Council's reablement provider. Currently this is near to capacity, which is increasing the likelihood of the saving being achieved in full.
Continuing Healthcare	Prior Years	675	675	A	Discussions over the eligibility of customers for Continuing Healthcare are taking place with the Sussex Integrated Care Board.
Placement costs	Prior Years	1,500	500	B	Delivered through the fees uplift decision report.
			500	A	Savings combined with community care reviews for delivery purposes.
			500	R	Savings at risk of not being delivered until 2024/25 because of timing and capacity reasons.
Occupancy of Shaw contract	Prior Years	2,594	1,880	G	The saving is based on occupancy of 90%, which is a target that has recently been achieved. Maintaining it throughout the year is subject to factors that are outside direct control, for example the likelihood that there will become times when individual homes are temporarily closed to new admissions. Based on the pattern of occupancy in 2022/23, an average of 87% is more likely.
			714	R	Element of savings at risk if average occupancy is 87%.

Savings Key:

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

Capital Programme

Summary - Capital

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

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR58	The care market 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.	20	20
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.	6	6 (De-escalate risk to Adult and Health Risk Register. Removed from Corporate Risk Register.)

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

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Children and Young People, Learning and Skills Portfolio – Summary

Performance Summary

1. Performance highlights this quarter:

- The Inspection of Local Authority Children’s Services (ILACS) report by **Ofsted was published on 11th May 2023** and a full report of the outcome was made to the Council on 25th May 2023. The Ofsted report recognises that ‘Services for children and families in West Sussex County Council have substantially improved’ and that ‘a relentless and incremental approach to improving practice has led to significant progress’. The Ofsted judgement confirms the progress made by the Council is substantial and reverses the inadequate judgement of the last ILACS inspection in February 2019. The report makes clear that West Sussex County Council has made ‘substantial progress’ and there is now, ‘a strong, determined and cohesive leadership team’ in place. The regulator also acknowledged the progress made across the Council, where the previous ‘corporate and political weaknesses have been addressed’. The overall effectiveness of Children’s Services is judged to be ‘Requires improvement to be good’ with the impact of leaders on the social work practice with children and families judged to be ‘Good’.
- Following the ILACS, the Senior Leadership Team will now **deliver against the three priorities for the service related to good service management, consistently good levels of practice delivery and effective partnership arrangements** across children’s services. Management activity has therefore 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. It is acknowledged that there has been an expected dip in performance since the ILACS but management activity has already taken place to address this.
- The implementation of the **Family Safeguarding Model (Phase 2)** remains on track and substantially implemented. The new service model continues to be embedded, and work is now underway to understand where there are any inconsistencies in performance or service outputs.
- The Senior Leadership Team have continued to provide a highly visible approach across the teams and have maintained **regular improvement activity which will be ongoing across the Department**. An annual staff survey dedicated to Children, Young People and Learning staff has been completed with higher rates of engagement than last year. The survey demonstrates that staff continue to receive good levels of support and advice from their managers and overall staff morale remains high. Quality assurance activity remains robust and provides good evidence of the quality and effectiveness of practice which is fed back to the management team. Areas for improvement are built into the department’s Continuous Practice Improvement Plan which is delivered by Heads of Service.


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Section 2

- The **Workforce Development workstream continues** to significantly increase the 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 has now recruited over 30 qualified social workers and the next group are expected to arrive by early summer.
- Whilst **Ofsted inspections of schools** continue to provide positive outcomes leading to over 93% of West Sussex children attending Good or Outstanding schools, a recent inspection of a large academy resulting in a Requiring Improvement judgement has affected overall figures. The responsibility for support and intervention in academies is outside of the local authority’s control. Work is being done using the new schools management information system (MIS) to better collate and analyse school attendance. Plans are in place for schools to access multi-disciplinary support for attendance and tackling persistent absence and will be in place for September 2023, in line with national guidance.
- The **Education and Learning Strategy 2022-25 has been published** and a planned programme of engagement in co-creating detailed workstreams and action plans to drive forward key initiatives. A key priority within the Strategy remains a focus on tackling disadvantage children and supporting the achievement of the most vulnerable children including those with SEND, in care or subject to exploitation or involved in crime. This involves improving provision with schools, targeting additional support, and ensuring sufficient specialist support for those children with SEND either in mainstream schools or child specialist settings for those with more complex needs.
- The **Adult Community Learning Service** has recently been inspected and remains ‘Good’. The service are in an advanced stage in setting up a new model for Adult Education to begin in September 2023. The County Council are also due a Local Area SEND and Alternative Provision inspection later in the year.

Our Council Performance Measures

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

Children and Young People, Learning and Skills		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
1	Measure: Percentage of re-referrals to Children’s Social Care within 12 months of the previous referral Reporting Frequency: Quarterly	21.0%	Dec-22	Mar-23	Jun-23		A
			R	R	R		
			31.0%	26.0% <small>(2022/23 target: 22%)</small>	25.0%		
Performance Analysis: Jun-23: The re-referral rate remains higher than the target set, however it has reduced over the last quarter and is in line with statistical and regional neighbours.							
Actions: This is analysed on at least a monthly basis at service level, including focused audits of re-referred cases if performance highlights concerns.							

Children and Young People, Learning and Skills		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
2	Measure: Percentage of Early Help Plans closed with outcomes met Reporting Frequency: Quarterly	77.0%	Dec-22 A 67.7%	Mar-23 A 68.1%	Jun-23 R 66.3%		A
	Performance Analysis: Jun-23: This indicator relates to the use of specific criteria requirements for Supporting Families which has resulted in some outcomes not being identified and therefore does not portray an accurate reflection of overall performance, which is higher. Changes have now been made to the Mosaic IT system which is anticipated will reflect higher performance against this target. Actions: All cases continue to be reviewed where consent is withdrawn or disengaged and is stepped up to social care to identify any training or practice issues.						
7	Measure: Stability of children looked after placements – (3 or more placements during the year) - WSCC position in national stability index Reporting Frequency: Quarterly	10.0%	Dec-22 A 10.6%	Mar-23 R 12.3%	Jun-23 R 13.0%		A
	Performance Analysis: Jun-23: There has been an increase in this measure after a period of stability, although it remains broadly in-line with national averages; regionally other local authorities have reached c.15%. There has been one external residential provider who is closing their children's homes nationwide, with over 100 placements being removed from the market nationally. This has led to a number of forced moves which were not in the services control and which otherwise would not have taken place. Actions: The service has continued positive progression in terms of children in permanent foster placements and also now have more children in in-house foster placements than agency. Monthly monitoring of children in residential placements is taking place to ensure placements are meeting needs 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, reported a quarter in arrears	66.0%	Sep-22 G 65.0%	Dec-22 G 66.0%	Mar-22 G 65.0% <small>(2022/23Target : 64%)</small>		A
	Performance Analysis: Jun-23: This figure has remained stable in the last quarter. An enhanced education offer with the Virtual School is being developed and the service has recently initiated work based on challenges provided by young people in respect of the barriers to higher education and needing to embed this as a possibility at an early age for children in care, and this is in line with OFSTED feedback in respect of needing to be aspirational in practice. Actions: There is now a dedicated 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. The service are also setting up a working group to look at supporting specific cohort of asylum-seeking young people with access to education and employment in light of some geographic discrepancies.						
9	Measure: Percentage of children becoming subject to a Child Protection Plan for a second or subsequent time. Reporting Frequency: Quarterly	23.0%	New Measure – No Date	Mar-23 24.0%	Jun-23 R 26.0%		A
	Performance Analysis: Jun-23: Performance is higher than the target set but is in-line with statistical neighbours and national performance. Actions: Service Managers review children who have become subject to a Child Protection plan for a second or subsequent time to ensure that plans are outcome focussed and concentrate on creating change for children.						

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Children and Young People, Learning and Skills		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
21	Measure: The percentage of young people attaining Grade 4 and above for Maths and English GCSE by age of 16 years old Reporting Frequency: Annually (October)	68.0%	2020/21	2021/22	2022/23	↓	G
			G	G	G		
			72.2%	75.2%	69.6%		
Performance Analysis: Jun-23: The data reflects the GCSE results from the academic year 2021/22 which were released in August 2022. A higher percentage of children in West Sussex schools achieved a level 4+ in English and Maths compared with all children (64.4%) but slightly lower than across the Southeast (70.9%) GCSE results for the academic year 2022/23 are due to be released on 24th August 2023. Actions: Standards and effectiveness have a comprehensive package of support and training for all maintained schools which covers key elements of curriculum, standards, and expectations. Through a programme of annual conversations and data, targeted support can be provided to improve performance.							
25	Measure: Percentage of schools with OFSTED rating 'good' or 'outstanding' Reporting Frequency: Quarterly	90.5%	Dec-22	Mar-23	Jun-23	↓	G
			G	G	G		
			91.4%	91.4%	91.1%		
Performance Analysis: Jun-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 91.1%. For June 2023, the percentage for each school phase is as follows: Primary Schools = 88.0%, Secondary Schools = 100% and Special Schools = 100%. The slight dip is due to one primary school being found to require improvement during this time. Actions: All maintained schools are linked with the Standards and Effectiveness Team and work with their named advisor to develop robust development plans, which are supported by the programme of professional development offered.							
26	Measure: Percentage of pupils and students accessing Ofsted 'good' or 'outstanding' schools Reporting Frequency: Quarterly	90.0%	Dec-22	Mar-23	Jun-23	↓	G
			G	G	G		
			93.6%	94.2%	93.0%		
Performance Analysis: Jun-23: This measure looks at the number of children who are attending good or better schools as opposed to measure 25 which looks at the schools themselves. This measure does not include pupils in those schools inspected as academies. The slight decrease in the number of children attending good or outstanding schools is due to one school being found to require improvement Actions: All maintained schools are linked with the Standards and Effectiveness team and work with their named advisor to develop robust development plans, which are supported by the programme of professional development offered.							
27	Measure: Percentage achieving expected standard in reading, writing and maths combined at the end of Key Stage 2 Reporting Frequency: Annually (October)	71.0%	2018/19	2019/20	2022/23	↓	R
			G	A	R		
			61.8%	62.7%	55.0%		
Performance Analysis: Jun-23: The data reflects the KS2 results from the academic year 2021/22 which were released in July 2022. Whilst pupils have received their results for this year, the data is still unvalidated. An update for the current academic year will be available in October 2023. Children in West Sussex schools did not achieve as well as those nationally and in the Southeast in most subjects but especially writing. This then impacts on the combined score of Reading, Writing and Maths (RWM). Actions: The writing element of the KS2 tests is teacher assessed and moderated by the County Council. This process has been reviewed and had external scrutiny to ensure it is fit for purpose. Whilst the final report is still to be received, the initial							

Children and Young People, Learning and Skills		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
feedback is positive. The annual conversations with schools focused on outcomes and challenged practice around writing. An enhanced offer of professional training was developed to support teachers work in this area. In the next academic year, the team are running a project 'The Write Way Forward' to share good practice and develop the teaching of writing across schools.							
28	Measure: Average attainment 8 score of students at Key Stage 4 including English and Maths Reporting Frequency: Annually (October)	49.0	2020/21 G 50.3	2021/22 G 51.6	2022/23 G 49.1	↘	G
	Performance Analysis: Jun-23: The data reflects the GCSE results from the academic year 2021/22 which were released in August 2022. Each pupil's attainment 8 score is calculated by adding up the points for eight subjects, with Maths and English counted twice. This measure reports the average score achieved by children across West Sussex. Children in West Sussex achieved higher attainment 8 scores compared to the national picture (47.2) and statistical neighbours (49.06). They were, however, slightly lower than the Southeast (50.1). Actions: All secondary schools in the county have taken specific actions to improve performance. Where appropriate, the Local Authority brokers individual support for maintained schools and some academies through school-to-school support and wider professional networks.						
29	Measure: Percentage attainment gap of disadvantaged pupils compared with non-disadvantaged peers at the end of Key Stage 2 Reporting Frequency: Annually (October)	16.0%	2018/19 G 23.4% (Target in 2018/19: 24%)	2019/20 A 25.3% (Target in 2019/20: 24%)	2022/23 R 24.0%	↘	R
	Performance Analysis: Jun-23 The data reflects the KS2 results from the academic year 2021/22 which were released in July 2022. Whilst pupils have received their results for this year, the data is still unvalidated. An update for the current academic year will be available in October 2023. Nationally, attainment has fallen compared to 2019 for all students, however, the attainment of disadvantaged pupils has fallen further than for other pupils, increasing the attainment gap. Actions: Closing the gap in attainment between disadvantaged and their non- disadvantaged peers remains a key priority for all in education. The national tuition programme has continued throughout this academic year, with schools receiving additional funding to provide tuition in core subjects for those children identified. A broad programme of professional development and school to school support has included training programmes, networks, and individualised interventions. From September 2023, an 'Everyone Achieves' project will be running to further develop school to school support across all key stages to share good practice.						
30	Measure: Combined percentage of 16-17-year-olds that are Not in Education, Education and Training or whose activity is not known (3-month average December-February annually) Reporting Frequency: Monthly for December -February only.	6.0%	Mar-21 7.1%	Mar-22 G 6.0%	Mar-23 G 6.0% (2022/23 Target: 6.5%)	→	G
	Performance Analysis: Jun 23: Under the education and Skills Act 2008, local authorities have a duty to track the Education, Employment and Training (EET) status of all 16- and 17-year-olds. During the reporting period December 2022 – February 2023, West Sussex exceeded their target and only 6% of children were recorded as Not in Education, Employment, and training (NEET). Actions: The County Council's careers advisors continue to offer targeted support to help young people struggling to fulfil their career potential. Bespoke offers are sourced which may include short term employability courses to develop skills and confidence before considering full time engagement. There remains a small number of young people with complex issues for whom partnership working is required to ensure the right support is made available.						
56	Measure: The percentage of Education, Health and Care Plans (EHCPs) completed within 20 weeks. Reporting Frequency: Quarterly	35.0%	New Measure – No Data	New Measure – No Data	Jun-23 R 1.1%		R

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Children and Young People, Learning and Skills		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Jun-23: The SEND code of practice: 0 to 25 years (2014), details the timescales for the process of completing an EHCP needs assessment and issuing the plan. The maximum timeframe is 20 weeks. West Sussex currently achieves 1.1% of plans within this timescale. Over the last year there has been an increase in applications for EHCNA's which the service has not been able to respond to in a timely manner. This has been exacerbated by recruitment and retention issues within the Education Psychology Service.</p> <p>Actions: The Local Authority has commissioned support with the backlog of assessments and to increase capacity to the service. West Sussex is part of the Department of Education's Delivering Better Value Programme and has completed the first phase; exploring ways in which the service can be developed. A new SEND governance structure has been created which will oversee the recovery work being undertaken in this area.</p>							
	<p>Measure: Children and young people with Education, Health and Care Plans (EHCPs) accessing mainstream education.</p> <p>Reporting Frequency: Quarterly</p>	37.0%			Jun-23		G
			New Measure – No Data	New Measure – No Data	G		
57	<p>Performance Analysis: Jun-23: This is a new measure and considers the percentage of children and young people with an EHCP that are currently attending mainstream provision. This does include schools and academies from years R (Reception) – 11 including those children placed within Specialist Support Centres (SSC) and those attending post -16 provision such as colleges and training providers.</p> <p>Actions: To increase the number of children attending mainstream schools or provision, the local authority is working with schools to develop additional specialist support centres and to re-designate some to meet emerging needs. The team are also promoting inclusive practices and are encouraging schools to utilise the training and development available.</p>						
	<p>Measure: Children and young people with Education, Health and Care Plans (EHCPs) accessing Independent and Non-Maintained Special Schools (INMSS).</p> <p>Reporting Frequency: Quarterly</p>	9.0%			Jun-23		R
			New Measure – No Data	New Measure – No Data	R		
58	<p>Performance Analysis: Jun-23: This is a new measure and considers how many children and young people with an EHCP are currently attending Independent and Non-Maintained Special Schools (INMSS) There are currently 16.9% of children attending INMSS provision. The placements are made for a range of reasons including availability of places elsewhere as well as these providers being able to meet highly specific need.</p> <p>Actions: Learning and Skills continues to work with other departments and wider partners such as the Department of Education to develop capacity within the school estate to meet the needs of children within their own locality.</p>						
	<p>Measure: Number of New Pupil places.</p> <p>Reporting Frequency: Quarterly</p>	227			Jun-23		G
			New Measure – No Data	New Measure – No Data	G		
59	<p>Performance Analysis: Jun 23: School Place Planning projections identify the number and type of new places required at individual schools (Basic Need and SEND places). This is a measure of the number of new places (whether they are provided through additional capacity or within existing buildings) and it is reporting only on those places newly created and not places being removed.</p> <p>Progress made this year:</p> <ul style="list-style-type: none"> • 38 SEN places in delivery with a further 15 places out to tender and 12 places in design. • 120 Non-SEND Places in delivery and a further 30 places in design. <p>Actions: Learning and Skills continue to work with colleagues in other departments and districts and boroughs to ensure there is sufficiency within the school system. The aim is for children to be able to access high quality provision within their own locality.</p>						

Finance Summary

Portfolio in Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure - Overseas Social Workers and EP Assessments	£0.644m	Covid-19 Grant Funding	(£0.644m)	
Placement costs for Children We Care For without Disabilities (including unregistered placements)	£16.100m	Use of Social Care Sustainability Reserve	(£10.000m)	
Placement costs for Children We Care For with Disabilities (including care support at home and transport)	£1.600m	Family Safeguarding adult workers – Staffing underspend	(£0.800m)	
Placement costs for Older Children (Care Leavers)	£1.000m	In-house Residential Homes – Staffing underspend	(£0.100m)	
Placements and related costs for Children seeking Asylum	£0.200m	Intentionally Homeless support – Continuation of reduced demand	(£0.300m)	
Direct Payments – Demand growth and increase in hourly rates	£0.900m	Adoption Allowances	(£0.100m)	
Special Guardianship Orders – Demand growth	£0.700m	School Crossing Patrol and SEND and Inclusion – Staffing underspend	(£0.268m)	
Reduction in Home Office grant receipt anticipated	£0.600m	Other Variations	(£0.364m)	
Additional cost of agency staff over and above staffing budgets	£1.000m			
Client Spend - Family Safeguarding and Children We Care For	£0.300m			
Home to School Transport	£4.407m			
Outsourcing of Educational Psychology assessment to meet demand and clear backlog	£0.949m			
Traded income shortfall – Data subscriptions, School Effectiveness and Leadership and Governance	£0.160m			
Children and Young People Portfolio - Total	£28.560m		(£12.576m)	£15.984m

Financial Narrative on the Portfolio's Position

- At the end of June 2023, the forecast for the Children, Young People and Learning and Skills Portfolio budget is a projected overspend of £16.0m; this is after allowing for a £10m one-off drawdown from the Social Care Sustainability Reserve.

Pressures:

- The budget for **placements for Children without Disabilities** is currently forecast to overspend by £16.1m. The current outlook remains largely

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unchanged from what has been described in previous reports, in that the forecast overspend is primarily attributable to the following three factors:

- The current placement mix, including the continuing high proportion of external residential placements.
- The number of high-cost external residential placements, with a weekly cost significantly higher than the average, at over £9,000 per week.
- The continuing high numbers and costs of unique care and support arrangements in unregistered settings.

5. However, unlike in 2022/23 when actual placement numbers were lower than budgeted numbers, the number of current placements is already 38 higher than budgeted for in 2023/24.
6. As part of 2023/24 budget setting process, it was agreed for £10m to be held centrally to provide mitigation during 2023/24 if required. Given the current outlook and the continuing challenges being seen both locally and nationally across the sector, it has been agreed for this funding to be released, thereby providing a temporary funding mitigation until further progress can be made to provide sustainable solutions to the current budget pressures.
7. The table below shows the current position against each of the issues described above. This table includes the use of the £10m temporary funding mitigation.

Type of Placement (Excluding Asylum)	Based on Values As AT The End Of June 2023				CWCF Variation	Projected Overspend (£) (Based on Budgeted Cost and CWCF Number)
	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	106	£4,877	111	£4,977	5	£1,255,000
Independent Fostering	198	£1,054	212	£1,122	14	£746,000
Independent Parent & Child Fostering	9	£1,609	13	£1,393	4	£239,000
In House Fostering	211	£413	209	£477	(2)	(£20,000)
In House Parent & Child Fostering	3	£1,151	3	£786	-	(£11,000)
Independent Living (Spot Purchasing)	23	£301	33	£928	10	£458,000
Kinship	86	£229	82	£220	(4)	(£45,000)
Placed for Adoption/ Placed with Parents	50	£-	50	£-	0	£-
External Residential Family Unit	2	£2,883	2	£5,578	-	(£19,000)
Secure Unit	4	£7,823	4	£7,053	-	(£17,000)
Other Placement Types	39	N/A	50	N/A	11	N/A
SUBTOTAL	731		769		38	£2,586,000
External Residential – Additional Costs. There have been 23 placements so far this year that have cost significantly higher than the average of £5k per week. The weekly costs of these placements range from £9.5k to £16.8k, with these excess costs reported separately.						£2,489,000
Unregistered and Unique Care and Support Arrangements. There are currently 13 of these placements, with weekly costs that range from £8.8k to £33.6k.						£1,025,000
TOTAL						£6,100,000

8. The budget for placements for **Children with Disabilities** is currently forecast to overspend by £1.6m. The primary reason for this is the increase in the number and type of care at home packages, which are required to prevent family breakdown or when it has been agreed that the child does need to become looked after but there are no suitable placements available.
9. The budget for **placements for Older Children We Care For** is currently forecast to overspend by £1m. This is primarily due to increased numbers and costs of spot purchase independent living placements, and a worsening in the ratio of block versus spot placements. The proportion of independent living placements for children aged 18+ procured from block contracts currently stands at 38% as at June 2023, compared to an average of 45% during 2022/23.
10. The current forecast for the Direct Payments budget is for an overspend of £0.9m. This can primarily be attributed to two key factors:
 - A £2 increase to the hourly rates of Direct Payments has been agreed in response to the increasing cost of Personal Advisors, and uplifts to the National Living Wage. The rates in West Sussex have not been reviewed for some time, so it was widely acknowledged that rates required increasing. This had not been anticipated when setting the budget. It is estimated that the financial impact of the uplift will be in the region of £0.4m.
 - A continued increase in demand is expected for 2023/24, which is estimated to add £0.5m to the forecast overspend. During 2022/23 the growth in demand for Direct Payments increased by around 7%, so a similar trajectory is currently being assumed for this financial year. This will be kept under close review as the year progresses.
11. The **Special Guardianship** budget overspent by £0.9m in 2022/23 and it is anticipated that it will overspend by a similar amount (£0.7m) in the current financial year, which was not built into the budget. Some of the overspend is as a result of changes to the financial policy for order holders. There is also now greater emphasis on encouraging the granting of Special Guardianship Orders where appropriate as not only does this deliver better outcomes for the child, but also better value for money.
12. **Grant receipts expected from the Home Office** in relation to **Children seeking Asylum** are forecast to fall short of the budgeted level by £0.6m. There has been no change to the rates, so this reduction in income is purely due to a lower number of referrals. If all things were equal, then a reduction in referrals and therefore grant income should also translate to lower spending in the placement and supporting budgets for this cohort of young people. However, rising costs and the placement mix, particularly between block and spot accommodation, is resulting in a further forecast overspend of £0.2m.
13. **Agency staff** support was increased during 2022/23 to help stabilise the Family Safeguarding Teams, and in preparation for the full Ofsted inspection, with the intention for this support to be scaled back once progress was being made on closing the permanent vacancy gap across the teams. The overseas worker recruitment project has supported this, and whilst many new workers

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are now in post, there are still many who are yet to arrive. As a result, some agency workers have been retained for a longer period than originally planned, which is contributing to a forecast overspend of £1m. It is anticipated that the remaining overseas workers will arrive before the end of the calendar year, meaning that the position should improve by the third quarter of the year.

14. An overspend of £0.3m is forecast against the **Client Spend within Family Safeguarding and Children We Care For** budgets, across all teams. Improvements to processes include a new financial tracker and a more robust process has been developed in recent months and are being tested by some teams to capture and monitor this type of expenditure. This enhances the quality of information that is available for reporting purposes and provides a good mechanism for a stronger approval process which is expected to have a positive impact on driving better value.
15. **Home to School Transport** is forecast to overspend by £4.407m. The majority of this relates to SEND transport which is forecast to overspend by £4.178m based on the following:
 - Underlying demand pressure from 2022/23 of £2.0m,
 - A forecast of further inflationary pressures of £0.5m following the retendering of some routes.
 - An assumed level of growth in placements of £1.5m. The growth in placements forecast is based on the assumption that historic levels of growth continue in the order of 180 additional placements per annum and the spread of those placements continues in a broadly similar pattern i.e., how they are transported and where pupils attend using the current average costs of those provisions,
 - A projected increase in the cost of Escorts/Personal Assistants employed internally and externally amounting to £0.148m, and
 - A £0.042m overspend related to the external transport provision for pupils attending the Alternative Provision College.
16. Mainstream transport is projecting an overspend of £0.073m due to an increase in the forecast cost of external taxi provision and a continuation in the fall of income received from parents paying for concessionary fares, which has not returned to pre-covid levels. Post 16 Transport provision for SEND pupils, based on the current projected contract cost of routes is projecting a £0.156m overspend.
17. The SEND and Inclusion Service are currently experiencing significant difficulty in completing **Education Health and Care Needs Assessments (EHCNAs)** within the 20-week statutory deadline, as laid out in the SEND Code of Practice (2015). Due to the increased demand for EHCNAs and a national shortage of Educational Psychologists (EPs) the volume of assessments taking longer than 20 weeks has escalated, with the current average being 42 weeks to complete assessments.
18. Currently the team is receiving 105 requests a month for an EHCNA, but due to the number of vacancies within the Educational Psychology team, only 75 are being completed. As a result, in order to keep up with current demand, 30 additional assessments will be required to be undertaken each month and external support has been secured.

19. In terms of the current backlog of 400 EHCNAs, it is assumed 200 of these will be able to be cleared in the last six months of this year, with the remaining 200 needing to be actioned in 2024/25. Again, these assessments will need to be undertaken by an external support. Current projections indicate that these works will cost in the region of £0.949m.
20. **School Trading Income** has not grown significantly over the last couple of years following the Covid-19 pandemic. This has led to a £0.160m shortfall against income targets within School Effectiveness, Data Subscriptions and Leadership and Governance.

Mitigations:

21. Recruitment challenges have led to delays in appointing to the **Adult Worker roles** included in the Family Safeguarding Model, resulting in an estimated underspend of £0.8m. It is anticipated that these workers will be in post towards the end of this year.
22. An underspend of £0.1m is forecast for the **In-House Residential** budgets, as a result of **staffing vacancies**. A new agency provider has been partnered with to support the recruitment of alternatively skilled staff as part of a new recruitment strategy. The estimated impacts of this have been reflected in the forecasts.
23. Following the Covid-19 pandemic, there has continued to be a reduction in demand in terms of the number of families supported from the **Intentionally Homeless budget**. These numbers are expected to increase but have been doing so at a slower rate than originally anticipated, hence an underspending of £0.3m is currently being forecast.
24. An underspend of £0.1m is forecast against the **Adoption Allowances budget**, as a result of a small reduction in the number of allowances in pay, which is a continuing trend to that seen during 2022/23.
25. **Staffing underspending** within School Crossing Patrol service and Educational Psychologists (EPs) as a result of a national shortage. Although agency staff and EP assistants have been employed instead where possible, not all the posts are being covered. As a result, the service is projected to underspend by £0.268m.
26. **Conclusion.** The finance situation for the portfolio remains volatile but there are appropriate actions in place to manage this to ensure that all possible mitigations are in place. Whilst there is clarity about the reasons for the projected overspend (particularly against the placement budgets), being able to effect sufficient change to recover some or all of the current position in-year remains a considerable challenge and the actions taken to date have not been able to reduce the level of demand and increased cost.

Dedicated Schools Grant (DSG) Overview:

Dedicated Schools Grant In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Assumed overspend when 2023/24 budget was set	£20.578m	3–4-year-old Nursery Provision – based on activity in the summer term	(£1.106m)	
Specialist Support Programmes	£0.379m	2-year-old Nursery Provision – based on activity in the summer term	(£0.135m)	
Alternative Provision	£0.211m	Schools block – Growth Fund commitments for new academic year less than allocation	(£0.082m)	
Post-16 Placements – Increased cost of independent specialist placements	£0.239m	De-delegated services – additional income from Free School Meals checking service	(£0.023m)	
Staffing overspend due to extension of Schools Forum related posts until the end of the financial year	£0.170m			
High Needs Placements in Independent and Non-maintained Sector (INMS) – Additional cost of hospital tuition	£0.078m			
Exceptional Needs funding and Top Ups	£0.037m			
Children and Young People Portfolio - Total	£21.692m		(£1.346m)	£20.346m

27. At the end of June 2023, the forecast for the Dedicated Schools Grant (DSG) is a projected overspend of £20.3m against the County Council’s DSG allocation from government in 2023/24. This overspend will be transferred to the DSG Unusable Reserve at the end of the year, thereby increasing the DSG deficit to an estimated £62.2m.

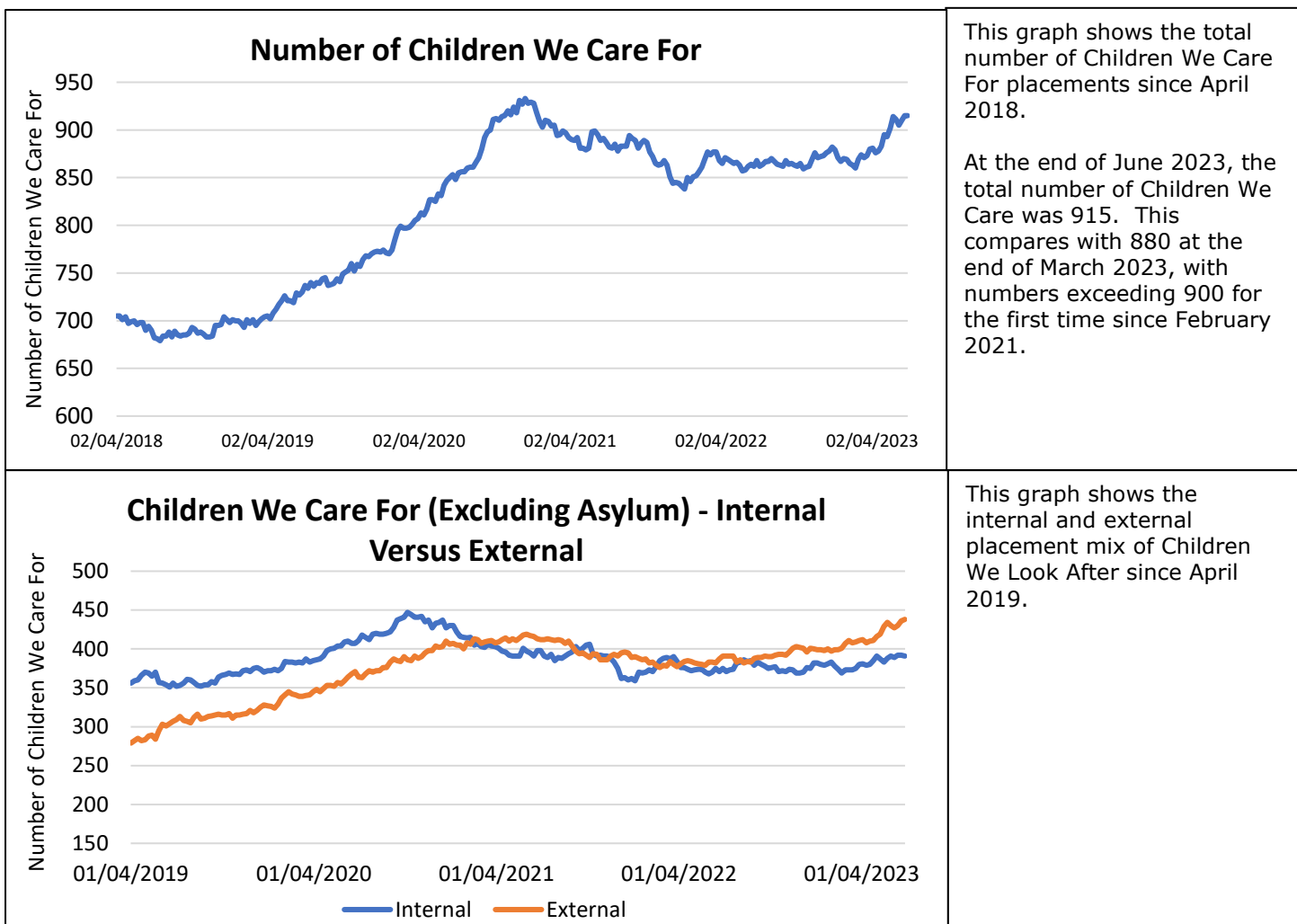
28. Based on the level of increase in the number of pupils with an Education, Health and Care Plan (EHCP) over the last three years, it was assumed for DSG budgeting purposes that the number of pupils identified as needing additional support through an EHCP would continue to rise by 450 this year. Based on these numbers, the budget required in 2023/24 was calculated to be £144.7m, which when compared to the County Council’s 2023/24 DSG allocation of £124.1m, results in a forecast overspend of £20.6m.

29. Over the first quarter of the year, the net total of pupils with an EHCP has increased by 172, which is slightly higher than originally forecast and as a result, the High Needs Block DSG projected overspend has increased by £1.1m to £21.7m. However, there have been a number of mitigating underspends within the other DSG blocks:

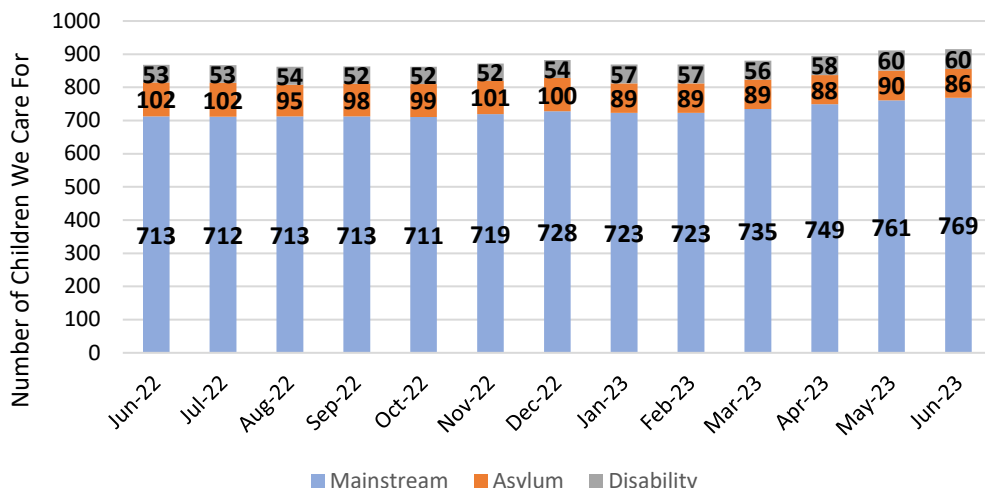
- Based on the activity in the summer term, nursery numbers have been lower than allowed for in the Early Years Block DSG budget and therefore an underspending of £1.2m is being forecast,
- Following the publication of pupil admission numbers for September 2023, additional growth fund monies have been paid out to schools, and these have totalled £0.1m less than was allocated as part of the Schools Block DSG budget.

30. The forecast in-year overspend of £20.3m is based on the existing increase in numbers of pupils with an EHCP. As the number of Education, Health and Care Needs Assessment's (EHCNAs) being carried out increases to meet demand and to clear the backlog that has built up, the number of pupils with an EHCP will increase substantially. Recent data analysis has shown that once there is agreement to assess, an EHCP will be approved in 98% of cases. Therefore, with a current backlog in excess of 400 assessments this means that the future growth in the number of EHCPs is likely to be more than twice the level than it has been over the last three years. More modelling around the financial impact of this is currently being carried out as part of the Department of Education's Delivering Better Value in SEND programme.

Cost Drivers Information



Children We Care For Volumes - Rolling 12 Months

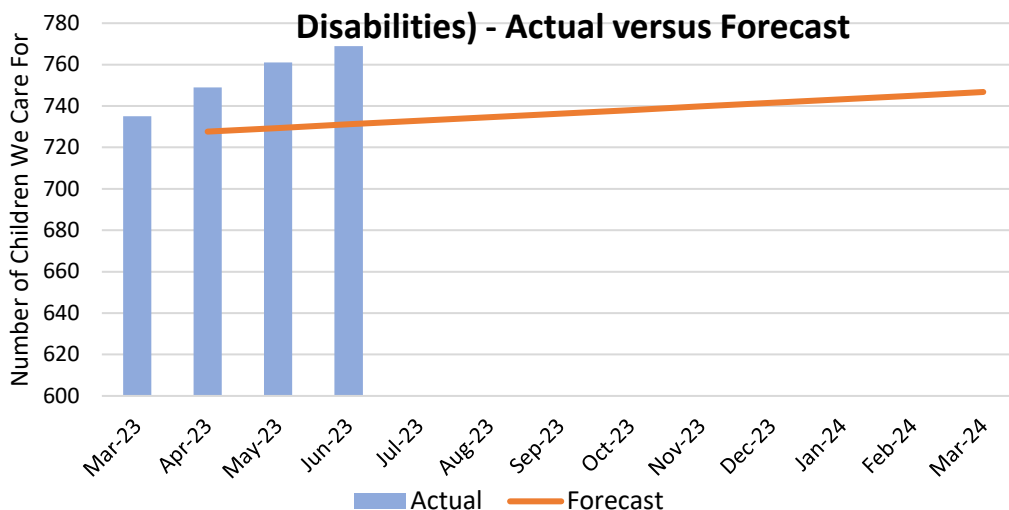


This graph shows the total number of Children We Care For placements by:

- mainstream placements
- asylum seeking children and,
- 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 June, the number of UASC children is significantly lower at 86.

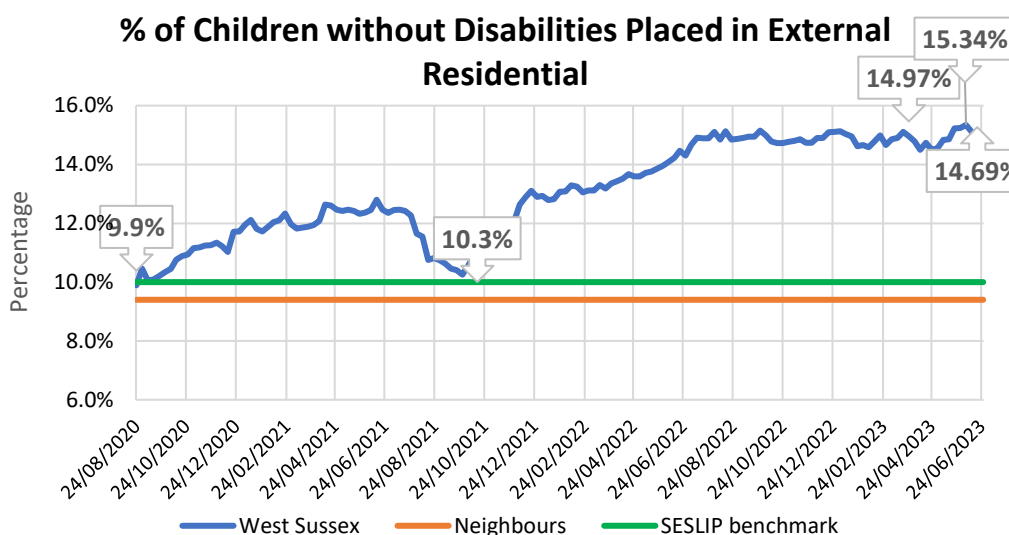
Number of Children We Care For (Without Disabilities) - Actual versus Forecast



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

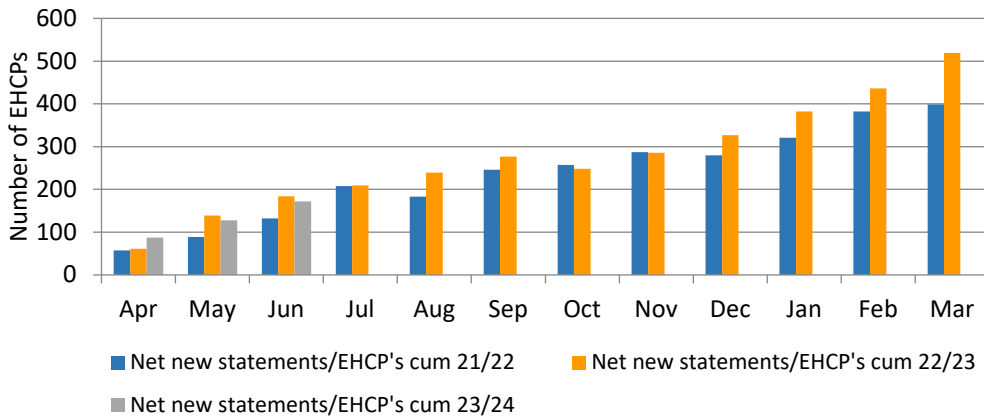
The graph depicts, the growth in the number of Children without Disabilities has subsequently exceeded the forecast during the first quarter, which is adding further pressure to the placement budgets.

% of Children without Disabilities Placed in External Residential



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

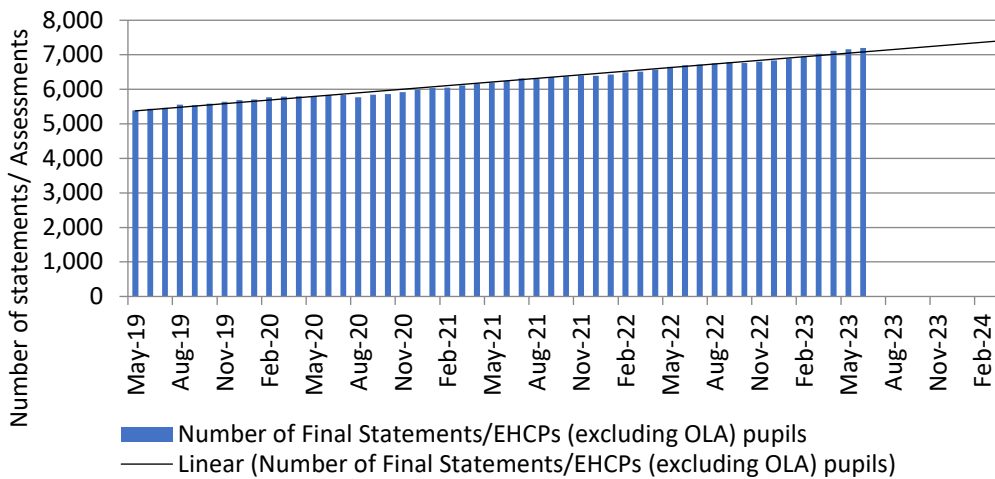
Net Total of New Education, Health and Care Plans (EHCPs)



As at the end of June 2023, numbers this year have increased by a further 172.

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

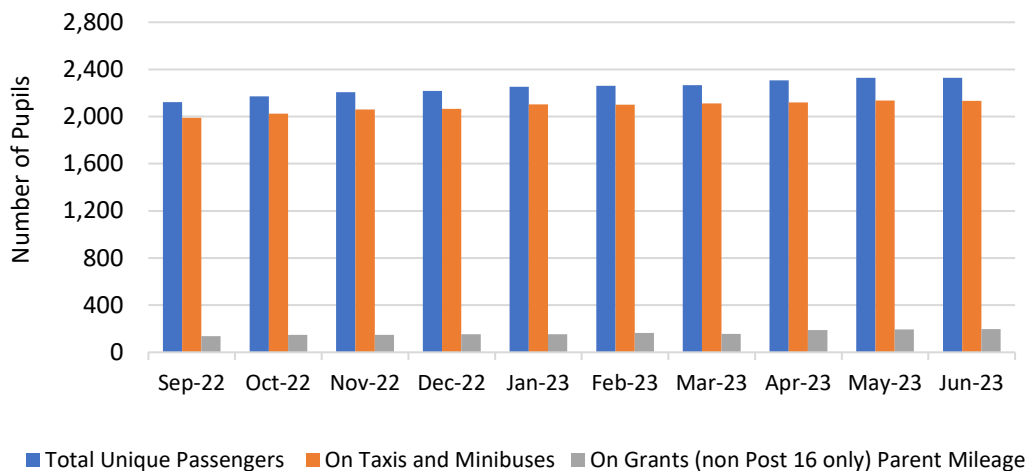
Number of Final Statements/EHCPs (excluding OLA) pupils



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

As at June 2023 there were 7,201 pupils with an EHCP.

Total Number of Pupils Transported



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

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

Savings Delivery Update

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

Saving Activity	Year	Savings to be Delivered in 2023/24 £000	June 2023		Narrative
Under 16-year-old step down to fostering	2023/24	150	150	B	This saving represents the continuation of the activity delivered during 2022/23 and is now complete.
Family Safeguarding model	2023/24	840	840	A	This saving is currently at risk, due to the number of children aged under 12 entering care, which was 17 higher in April and May 2023 when compared with the same period last year. The Family Safeguarding Model is not yet operating fully in all aspects, and whilst the recruitment of adult workers should have a positive impact, reversing this trend will be challenging for the remainder of this financial year.
Fostering Redesign	2023/24	280	280	A	There has been limited progress in the growth of in-house fostering placements. Nationally there is a lack of foster carers, however marketing and recruitment strategies are starting to show positive results in terms of enquiries. The new Reach Service has also suffered some delays; however, a Clinical Psychologist has now been appointed which is hoped will build momentum.
Savings arising from disability service recommissioning	2023/24	50	50	B	Savings arising from the insourcing of the Disability Register Service for children with disabilities which is now provided through the County Council's library service.
Support Families Grant	2023/24	150	150	A	This saving is based on achieving the targets set by the DfE to achieve a successful intervention with 1,037 families. Work is underway to collate evidence to claim funding.
Review of Child Psychology Services	2023/24	500	500	B	Saving complete following restructuring of the Adolescents and Family Resource Service and the creation of a new Solutions Team and Edge of Care service.
Improved financial governance across non-placement expenditure	2023/24	300	300	B	Saving complete following a review of financial governance that was completed during 2022/23.
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	723	723	G	Overall, staffing budgets across the directorate are projecting an underspend this year due to staff vacancies.
Historic Teacher Pension Payments	2023/24	150	150	G	This saving is on track for 2023/24.
Application of Head of Virtual School Government Grant	2023/24	80	80	B	£0.080m grant is expected to be received from the DfE during 2023/24.
Increased Vacancy Assumption in School Crossing Patrol Service	2023/24	50	50	B	This saving has been delivered.

Saving Activity	Year	Savings to be Delivered in 2023/24 £000	June 2023		Narrative
National House Project	Prior Years	1,000	1,000	G	The first young people are due to move in to their own homes during the summer. A full cohort of 12 young people have been identified; therefore, this saving is expected to be delivered in full in 2023/24.
In-house Residential Programme: Reduced independent placement costs	Prior Years	300	300	A	Whilst Blue Cove is now officially open, staffing shortages mean that it is still not able to operate at full capacity, and will not be until later this year. Therefore, the savings based on a full year effect at 85% occupancy are expected to only be partially delivered this year, with the remainder falling into 2024/25.
Improve school trading offer	Prior Years	50	50	A	Continued shortfall of income within Leadership and Governance in 2023/24.

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

Capital Programme

Summary - Capital

32. The Children and Young People, Learning and Skills capital programme; as approved by County Council in February 2023, agreed a programme totalling £39.452m for 2023/24. Budget of £2.810m originally profiled to be spent in 2022/24 has slipped into 2023/24, revising this year's capital programme to £42.262m.

33. The portfolio's capital programme contains 55 schemes. 37 of the schemes are in delivery and 18 are practically complete but are in retention whilst snagging, defects and cosmetic works are completed. The performance and financial details for each scheme are reported below:

	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
					In Flight Projects			
	Project: Emergency Accommodation - Worthing Fire Station House	G	G	G	£0.081m	£-	£-	£0.081m
1	Latest Estimated Completion Date: October 2023			Project Phase: In Delivery				
	Narrative: Approval given for funding/use of property. Dependent on vacation of site, which is currently due for mid-July. Aiming to have property ready for occupation by October (allowing for procurement and mobilisation followed by 6-8-week construction period).							

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
2	Project: Extensions and adaptations to foster carer properties	A	G	A	£0.218m	£0.012m	£-	£0.206m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: The first few applications have taken significant time to progress, as this is a new process. Both cases have now had offer letters sent. Two new applications have also been received, and the service is working with them to assemble the necessary information to bring a business case forward.							
3	Project: High Trees Children's Home	A	G	A	£1.799m	£0.169m	£-	£1.630m
	Latest Estimated Completion Date: June 2025			Project Phase: In Delivery				
	Narrative: Long delays in receiving planning permissions with a number of meetings taking place. The new determination date is September 2023. This affects the tender date of the overall scheme.							
4	Project: Orchard House Children's Home	G	G	G	£5.576m	£0.436m	£0.217m	£4.923m
	Latest Estimated Completion Date: March 2024			Project Phase: In Delivery				
	Narrative: The planning consent for the access road between the two buildings has been granted.							
5	Project: Teasel Close Children's Home	A	G	A	£1.081m	£0.096m	£-	£0.985m
	Latest Estimated Completion Date: December 2025			Project Phase: In Delivery				
	Narrative: Long delays in receiving planning permissions with a number of meetings taking place. The new determination date is August 2023. This affects the tender date of the overall scheme.							
6	Project: West Green Family Time Hub	A	G	G	£0.888m	£0.089m	£-	£0.799m
	Latest Estimated Completion Date: June 2024			Project Phase: In Delivery				
	Narrative: Planning permission was granted on 24 th March 2023. The works will be tendered with a number of projects.							
7	Project: Children's In-House Phase 1 – Blue Cove (May House)	G	G	G	£0.641m	£0.622m	£-	£0.019m
	Latest Estimated Completion Date: May 2022			Project Phase: Practically Complete - In Retention				
	Narrative: In retention.							
8	Project: Children's In-House Phase 1 – Breakwater (Seaside)	G	G	G	£1.314m	£1.311m	£-	£0.003m
	Latest Estimated Completion Date: May 2022			Project Phase: Practically Complete - In Retention				

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Scheme in retention.							
9	Project: Academies Programme (Historical works)	G	G	G	£-	£-	(£0.194m)	£0.194m
	Latest Estimated Completion Date: N/A			Project Phase: Practically Complete - In Retention				
	Narrative: Final invoices due to be settled.							
10	Project: The Angmering School – Installation of new lift to new 3-storey block	G	G	G	£9.694m	£9.590m	£0.077m	£0.027m
	Latest Estimated Completion Date: March 2023			Project Phase: Practically Complete - In Retention				
	Narrative: Works completed on site 31 st March 2023.							
11	Project: Bedelands Academy Zero-Carbon. New 6FE Secondary	R	A	R	£57.060m	£2.729m	£0.611m	£53.720m
	Latest Estimated Completion Date: May 2025			Project Phase: In Delivery				
	Narrative: Meetings on-going with developer’s design team to review progress of design development.							
12	Project: Bedelands Primary. School Developer Built 2FE	G	G	G	£0.184m	£0.017m	£-	£0.167m
	Latest Estimated Completion Date: September 2026			Project Phase: In Delivery				
	Narrative: Project is in delivery.							
13	Project: Cornfield - SEND Classrooms and Hall expansion	G	G	G	£0.378m	£-	£-	£0.378m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Updated designs requested by the school based on their operational needs are currently being agreed.							
14	Project: Community Schools Capital Maintenance - Block	G	G	G	£10.911m	N/A	£1.262m	£9.649m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Block Programme. Group of projects has been released as contractors are appointed for works due to commence in the summer holidays.							

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
15	Project: Devolved Formula Capital Grant (DFCG)	G	G	G	£1.200m	N/A	£-	£1.200m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Works completed on site 31 st March 2023.							
16	Project: Edward Bryant Academy - Construction of Special Support Centre	R	G	R	£2.260m	£0.108m	£0.078m	£2.074m
	Latest Estimated Completion Date: February 2024			Project Phase: In Delivery				
	Narrative: Awaiting planning application outcome.							
17	Project: Felpham Community College - Construction of new Special Support Centre	A	G	G	£1.694	£0.186m	£0.022m	£1.486m
	Latest Estimated Completion Date: January 2024			Project Phase: In Delivery				
	Narrative: Works started on site. Ecology survey conducted and identified a small bird's nest which will delay the demolition works.							
18	Project: Fordwater (Chichester High) SEND (School Managed Project)	G	G	G	£0.784m	£0.024m	£0.056m	£0.704
	Latest Estimated Completion Date: September 2024			Project Phase: In Delivery				
	Narrative: Key Decision taken to agree additional funding (Decision effective 11/05/2023).							
19	Project: Forest School Co-Ed Works & Science Labs	G	A	G	£1.580m	£1.473m	£-	£0.107m
	Latest Estimated Completion Date: September 2022			Project Phase: Practically Complete – In Retention				
	Narrative: Defects items raised by school require addressing. All items to be picked up during summer holiday period whilst access can be afforded.							
20	Project: Herons Dale SEND Additional classroom, WCs and staff space	R	G	G	£0.336m	£-	£-	£0.336m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Instruction received June 2023 to re-mobilise team to progress the study. Legal issue relating to site access remain.							
21	Project: Holy Trinity School - Heating/Windows (latent defects)	G	G	G	£0.310m	£0.182m	£-	£0.128m
	Latest Estimated Completion Date: July 2023			Project Phase: In Delivery				

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Work is due to be complete imminently and a final inspection will be undertaken.							
22	Project: Maidenbower Infants Special Support Centre – conversion of Children & Family Centre (CFC)	G	G	G	£1.420m	£0.076m	£-	£1.344m
	Latest Estimated Completion Date: August 2023				Project Phase: In Delivery			
	Narrative: Site visits completed. Two draft options have been prepared with revised plans issued.							
23	Project: Midhurst Rother College Increased hygiene provision	G	G	G	£1.830m	£0.128m	£0.015m	£1.687m
	Latest Estimated Completion Date: TBC				Project Phase: In Delivery			
	Narrative: The due diligence report was received in May 2023. Project will commence in July 2023.							
24	Project: Nyewood CoE School	G	G	R	£1.252m	£1.252m	£0.023m	(£0.023m)
	Latest Estimated Completion Date: June 2022				Project Phase: Practically Complete - In Retention			
	Narrative: Project is practically complete. Some late costs have come through meaning a change request will submitted to request the additional funding.							
25	Project: Oak Grove College	G	G	G	£1.310m	£1.190m	£-	£0.120m
	Latest Estimated Completion Date: 2022				Project Phase: Practically Complete - In Retention			
	Narrative: Practical Completion achieved.							
26	Project: Palatine School -4-class SEN expansion	G	G	G	£2.640m	£2.439m	£0.070m	£0.131m
	Latest Estimated Completion Date: March 2023				Project Phase: Practically Complete - In Retention			
	Narrative: Practical Completion achieved in March 2023.							
27	Project: Parklands Primary - Phase 2	G	A	R	£0.328m	£0.233m	£-	£0.095m
	Latest Estimated Completion Date: TBC				Project Phase: Practically Complete - In Retention			
	Narrative: Remedial works have completed at Parklands. Settlement has been negotiated.							

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
28	Project: QEII Silver Jubilee School - Modular Building	A	G	A	£2.575m	£2.303m	£0.091m	£0.181m
	Latest Estimated Completion Date: August 2023			Project Phase: In Delivery				
	Narrative: Remaining works include UKPN upgrade, one item of play equipment, padding to sensory room floor. Drainage works at risk of missing summer programme due a party withdrawing agreement.							
29	Project: QEII Arun House Satellite site - SEN	R	G	G	£3.170m	£-	£0.057m	£3.113m
	Latest Estimated Completion Date: August 2024			Project Phase: In Delivery				
	Narrative: Confirmed Planning application for works not required. WSCC legal team are seeking permission from HDC to access site to carry out CCTV drainage survey, to mitigate potential risk.							
30	Project: S106 Burgess Hill Academy Bulge Class	R	A	R	£0.670m	£0.034m	£-	£0.636m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Project is delayed due to issues related to contractor proposed uplift which is in excess of approved budget.							
31	Project: S106 Bohunt School (Purchase of site)	G	G	G	£12.401m	£-	£-	£12.401m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: The County Council will passport S106 funds once received.							
32	Project: S106 Downlands Modular Building	R	G	G	£2.300m	£0.142m	£0.014m	£2.144m
	Latest Estimated Completion Date: September 2023			Project Phase: In Delivery				
	Narrative: Risk of delay if planning conditions not discharged by 7th July.							
33	Project: S106 Forest School - All Weather Pitch	A	G	A	£1.216m	£0.151m	£0.004m	£1.061m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Planning application approved at committee in June. Likely that project will need to be sent out to tender again due to circa nine months elapsed since tender returns.							
34	Project: S106 Infrastructure Programme - Block	G	G	G	£5.341m	£1.208m	£0.024m	£4.109m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Programme of works progressing to plan. Individual schemes over £0.5m will be reported separately.							
35	Project: S106 IT & FFE Programme- Block	G	G	G	£1.030m	£0.929m	£0.001m	£0.100m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Programme of works progressing to plan.							
36	Project: S106 Linfield Primary Classroom extension with associated facilities	G	G	R	£1.000m	£0.159m	£0.013m	£0.828m
	Latest Estimated Completion Date: September 2024			Project Phase: In Delivery				
	Narrative: Over budget per cost plan. Requires project team to meet to assess options and make recommendation.							
37	Project: S106 River Beach Primary School - Construction of new bulge class	B	B	B	£0.943m	£0.943m	£-	£-
	Latest Estimated Completion Date: January 2023			Project Phase: Practically Complete - In Retention				
	Narrative: Practical completion achieved.							
38	Project: S106 Slinfold - Permanent 2-class extension (replacing life expired modulars)	A	G	A	£1.670m	£0.091m	£0.009m	£1.570m
	Latest Estimated Completion Date: August 2024			Project Phase: In Delivery				
	Narrative: Revised programme developed based on confirmed planning and ecology tasks/process and shared with client, project manager and school for comment.							
39	Project: S106 Steyning Grammar (School Managed Project)	G	G	G	£1.572m	£1.103m	£-	£0.469m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Works progressing via the Academy.							
40	Project: S106 St Philip Howard (School Managed Project)	G	G	G	£0.970m	£-	£-	£0.970m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Works progressing via the Academy.							

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
41	Project: S106 Tanbridge House - Refurbishment of the All-Weather Pitch	G	G	G	£0.540m	£0.458m	£-	£0.082m
	Latest Estimated Completion Date: September 2024			Project Phase: Practically Complete - In Retention				
	Narrative: Works completed October 2022. Contractor to return to school to undertake some works. Operations and Maintenance Manual awaited.							
42	Project: S106 Warden Park – Performing Arts and Climate Change Facility	G	G	G	£0.709m	£-	£-	£0.709m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Full Business Case due to be shared with Cabinet Member for Key Decision.							
43	Project: Safeguarding Programme	G	G	A	£0.829m	£0.829m	£0.002m	(£0.002m)
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Change request is required on one of the Schemes in the programme to fund final invoices.							
44	Project: Schools Access Initiative Programme	G	G	G	£2.236m	£0.839m	£-	£1.397m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Programme of works progressing to plan.							
45	Project: Southwater Primary School	G	G	G	£1.900m	£1.783m	£0.001m	£0.116m
	Latest Estimated Completion Date: 2022			Project Phase: Practically Complete - In Retention				
	Narrative: Practical Completion achieved.							
46	Project: St Andrews Co Ed Phase 2	G	G	R	£0.150m	£0.115m	£0.057m	(£0.022m)
	Latest Estimated Completion Date: 2022			Project Phase: Practically Complete - In Retention				
	Narrative: Project is practically complete; however, some late costs have come through meaning a change request will be submitted to request the additional funding.							
47	Project: St Margaret's Primary Special Support Centre	A	G	G	£1.603m	£0.094m	£0.235m	£1.274m
	Latest Estimated Completion Date: December 2023			Project Phase: In Delivery				

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Delay due to drainage consultation issue and eight-week delay in validating planning application for new entrance.							
48	Project: Swiss Gardens Primary School	G	G	G	£0.005m	£0.002m	£-	£0.003m
	Latest Estimated Completion Date: 2022				Project Phase: Practically Complete - In Retention			
	Narrative: Practical completion achieved.							
49	Project: Thorney Island Community Primary School	G	G	G	£0.897m	£0.870m	£0.004m	£0.023m
	Latest Estimated Completion Date: 2022				Project Phase: Practically Complete - In Retention			
	Narrative: Practical completion achieved.							
50	Project: Weald All Weather Pitch	G	G	G	£0.840	£0.720m	£-	£0.120m
	Latest Estimated Completion Date: 2022				Project Phase: Practically Complete - In Retention			
	Narrative: Practical completion achieved.							
51	Project: West Park Primary 4-place expansion of Special Support Centre	G	G	G	£1.460m	£0.214m	£0.230m	£1.016m
	Latest Estimated Completion Date: August 2024				Project Phase: In Delivery			
	Narrative: Works progressing to plan.							
52	Project: Windmills Junior School - Hassocks	G	G	G	£0.153m	£0.113m	£-	£0.040m
	Latest Estimated Completion Date: 2022				Project Phase: Practically Complete - In Retention			
	Narrative: Practical Completion achieved.							
53	Project: Whitehouse Farmland west of Chichester Primary School	G	G	G	£0.143m	£0.000m	£-	£0.143m
	Latest Estimated Completion Date: TBC				Project Phase: In Delivery			
	Narrative: Works progressing to plan.							

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	Children and Young People, Learning and Skills Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
54	Project: Woodgate Primary	G	G	G	£0.454m	£0.385m	£-	£0.069m
	Latest Estimated Completion Date: 2022				Project Phase: Practically Complete - In Retention			
	Narrative: Practical Completion achieved.							
55	Project: Woodlands Meed College Construction of new SEN College	R	G	G	£21.660m	£11.920m	£1.379m	£8.361m
	Latest Estimated Completion Date: February 2024				Project Phase: In Delivery			
	Narrative: Handover of Section 1 will be delayed to the end of the summer. Section 2 handover now forecast for end of February 2024.							

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

Risk

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

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

36. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

1. Performance highlights this quarter:

Fire and Rescue Service

- Another significant milestone was reached in April for the **new Horsham Fire Station and Training Centre** when the contractors Wilmott Dixon handed over the keys to the County Council's Facilities Management Team. This marked the early completion of the construction phase and allowed for the start of the commissioning of all the internal systems ready for the site to operate. The Fire Station and Training Centre became operational in July.
- April also saw all four of the **day crewed fire stations go-live with the new shift pattern** marking another successful Community Risk Management Plan project delivered. Each station is now working a rota system that will provide immediate response cover seven days a week and will deliver an improvement in overall response times of 13 seconds to all incidents across West Sussex.
- This quarter, the **Fire and Rescue Service welcomed its latest new wholetime firefighters** who joined the service after completing a 13-week training course. These new colleagues will provide further resilience to the crewing optimisation group which continues to help maintain good standards of fire cover for the county and contribute to the core measure performance reported.
- Culture and leadership remains a priority for the service with the **leadership programme** continuing this quarter focusing on coaching, grievances and discipline. The programme was supported by the annual Proud To Serve staff conference which was hosted at the new Training Centre in Horsham. Colleagues heard from all the heads of service on previous successes and future challenges, with a focus on sustained performance and improvement.
- The **Fire and Rescue Service was operationally busy** this quarter with a particularly difficult road traffic collision and a significant fire in Burgess Hill at an industrial unit that required 10 fire engines and over 50 firefighters at the height of the incident. A tragic road traffic collision in Petworth was yet another reminder of the road risks in West Sussex, with the Prevention Team remaining focussed on road safety and hosting a drop-in event for bikers to help raise awareness and share prevention messages to the biker community.

Community Support

- **Support for the Homes for Ukraine scheme** continues for hosts and guests across West Sussex in 2023/24. Many Ukrainians are moving towards independence and securing privately rented accommodation. Support remains available for those newly arriving under the scheme, in addition to financial assistance for those now seeking a move to private rented accommodation following their initial period living with a sponsor. The Homes for Ukraine

Team continue to offer information, advice, guidance on a range of matters including finance and benefits, education and employment as well as delivering practical assistance with transport arrangements, access to English lessons and regular engagement through proactive milestone calls and face to face visits.

- The County Council has been **allocated £9.7m of Household Support Funding in 2023/24** by the Department for Work and Pensions. Funds from this scheme are being distributed in accordance with the guidance by a range of partner agencies including district and boroughs, Citizens Advice, and community-based organisations. The Community Hub remains a contact point for residents to request support and is available seven days a week to provide information, advice, guidance, practical support, and signposting to internal/external services and support where appropriate.
- **The Registration Service** have delivered 1,062 ceremonies and completed 2,151 notice appointments during the quarter. There were 2,306 deaths registered between April and June, the highest number of registrations in the last four years over the same period and 2,354 births were registered with good availability for appointments on the same day or next day.
- **The Library Service** has been awarded £30,000 by the British Library to enable production of new photo, video and animated content to support the promotion of library services and activities online. The ambition is to better illustrate the full breadth of support available from libraries, to engage hard to reach residents who do not make regular use of their local library. As part of the funding agreement, content will also be used on national online platforms, raising the profile of West Sussex library services across the sector.
- **The Record Office** have been awarded £22,000 by the National Manuscripts Conservation Trust to conserve the working papers of the Consistory Court of the Archdeaconry of Chichester. The documents in this collection date back to 1554 and are extremely fragile as the result of historic water and mould damage. This grant will enable them to be conserved so that they can be fully catalogued by volunteers and made accessible as a valuable resource for researchers.
- Responding to data and information provided about the most prevalent types of fraud in West Sussex, the **first of three digital support and scams awareness sessions took place** in East Grinstead Library. The session was delivered as a hybrid event, which consisted of both in person and webinar delivery to enable better access for target demographic audience.
- The **Community Safety Team** were involved in the 17 **Multi Agency Risk Assessment Conference's (MARAC)** which took place in West Sussex during Q1. These conferences involved 312 case discussions for high-risk victims and perpetrators of domestic abuse, creating targeted multi-agency safety and action plans, helping to reduce the presenting risk(s), identify gaps in support and continue to hold perpetrators to account for their abusive behaviour.

Our Council Performance Measures

Fire and Rescue Service Performance Measures

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

Fire and Rescue		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
3	<p>Measure: Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly</p>	1,000	Dec-22	Mar-23	June-23	↑	G
			A	G	A		
			722	1,004	247		
<p>Performance Analysis: Jun-23: There has been an increase in the number of fire safety audits completed compared to Quarter 1 of the previous year, where 210 audits were delivered. Furthermore, there has been a positive increase in the percentage of unsatisfactory fire safety audits.</p> <p>Actions: Whilst the service are three audits short of the quarterly target, it is confident that the annual target will be met. The team continues to grow and develop within the Protection Service and a number of the team are continuing with their formal Protection qualifications. In the past month, three of the Fire Safety Apprentices have been moved into full time positions of Fire Safety Inspectors. This will assist protection activities including fire safety audits.</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	Dec-22	Mar-23	Jun-23	↑	G
			G	G	G		
			3,384	4,680	1,298		
<p>Performance Analysis: Jun-23: This is the strongest Q1 performance for over four years and puts the service in a strong position to meet the new proposed annual target of 5,000 visits. During home safety interventions, additional risk reduction activities including installing carbon monoxide sensors, supplying flame retardant bedlinen and replacing alarm batteries were carried out.</p> <p>Actions: The service continues to support referrals and requests for Safe and Well Visits through partnerships and local initiatives promoting them. Data is used to target those most at risk of being injured or dying in a fire.</p>							
42	<p>Measure: Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard</p> <p>Reporting Frequency: Quarterly.</p>	89.0%	Dec-22	Mar-23	Jun-23	↓	G
			G	G	G		
			89.1%	92.1.%	89.4%		
<p>Performance Analysis: Jun-23: For a third consecutive quarter, performance remains high and above target. Stations are continuing to mobilise quickly, responding to incidents in their communities. By continuing to embed professional standards in service delivery, it has been possible to maintain this level of performance. In addition to this, the service has seen crews increasingly engage with their communities through fire safety initiatives, meaning they are off station more and working in high-risk areas ready to respond quicker. This activity is captured through Local Risk Management Plans.</p> <p>Actions: Monitoring and reviewing the performance data locally at stations through the Local Risk Management Plans via Service Delivery Governance meetings will continue, whilst seeking continuous improvements. The Day Crewed 7 CRMP commitment is now complete with the service monitoring the positive impact this is having on this measure moving forward into Q2.</p>							

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Section 3

Fire and Rescue		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
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%	Dec-22	Mar-23	Jun-23	↑	G
			G	G	G		
			81.6%	80.8%	82.2%		
<p>Performance Analysis: Jun-23: Performance remains above target for a sixth quarter in a row providing assurances that the established use of the Dynamic Cover Tool (which provides data on response times broken down to district/local level displayed to control room operators) is now embedded in ways of working when mobilising fire engines to calls. It is assisting control room operators to ensure available fire engines are strategically placed across the county to ensure the service are maintaining the agreed response times.</p> <p>Actions: Working with partner agencies has helped to improve the time taken to transfer calls and information, enabling control staff to mobilise quicker. Work also continues to be undertaken at fire stations to ensure everything is being done to enable quick responses to incidents, as well as maximising the availability of retained fire engines at times of the day when these incidents are most likely to occur using the Crewing Optimisation Group.</p>							

Community Support Performance Measures

Community Support		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
4	<p>Measure: Percentage of interventions to identified West Sussex residents that demonstrate an increase in ability for resident to deal with scams.</p> <p>Reporting Frequency: Quarterly</p>	90.0%			Jun-23		G
					G		
			New Measure – No Data	New Measure – No Data	91.0%		
<p>Performance Analysis: Jun-23: No anticipated issues at this early stage in meeting year-end target.</p>							
33	<p>Measure: Use of virtual/digital library services by residents</p> <p>Reporting Frequency: Quarterly, Accumulative</p>	5.45m	Dec-22	Mar-23	Jun-23	↑	G
			G	G	G		
			4.50m	6.30m	1.69m		
<p>Performance Analysis: Jun-23: Increased use driven by new Library Website platform with additional content and features, plus new BorrowBox eBook platform offering additional choice for customers.</p> <p>Actions: Continue to support growing demand through investment in eLibrary platforms and production of virtual and online library events content.</p>							
34	<p>Measure: Community Hub provides positive outcomes for residents at first point of contact.</p> <p>Reporting Frequency: Quarterly</p>	95.0%			Jun-23		G
					A		
			New Measure – No Data	New Measure – No Data	92%		
<p>Performance Analysis: Jun-23: The Community Hub continues to deliver a high-quality service to the residents of West Sussex providing information, guidance signposting and practical support focusing on Cost of Living and Household Support Fund enquiries.</p> <p>Actions: Continuing to regularly review the streamlining of processes as Household Support Fund moves us to a more digital focus.</p>							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Community Support – Additional coroner costs projected following continued increase in the number of excess deaths since the pandemic.	£0.365m	Community Support – Additional ceremonies income projected.	(£0.200m)	
Community Support – Transfer of Coroner Officers from Sussex Police	£0.120m			
Community Support, Fire & Rescue Portfolio - Total	£0.485m		(£0.200m)	£0.285m

Financial Narrative on the Portfolio's Position

- As at the end of June, the forecast for the Community Support, Fire and Rescue Portfolio budget is a projected overspend of £0.285m. The main variations are described below.

Community Support

- Pressure on the Coroner's Service has continued into 2023/24 largely as a result of the continued increase in excess deaths since the pandemic which is being seen nationally. Currently £0.365m of additional costs associated with increased pathology, body storage, histology and coroner time are included within the overall projection.
- In addition, the Coroner's Service has also welcomed the transfer of Coroner Officers from Sussex Police from 1st April 2023. Over the next two years, Sussex Police will continue to pay a contribution towards the cost of these staff. The budget was increased by £0.1m in 2023/24 to contribute towards the increased staffing in-take, with further efficiencies from the coroner merger with Brighton and Hove planned to be re-directed to this team; however, due to the increasing demand on the Coroner's Service and based on current projections, an overspend of £0.120m is forecast in 2023/24.
- Additional income of £0.2m is projected within the Registration Service due to the continued increase of ceremonies being delivered following the relaxation of pandemic restrictions.

Savings Delivery Update

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

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Section 3

Saving Activity	Year	Saving to be Delivered in 2023/24 (£000)	June 2023		Narrative
Community Support - Optimise Use of Grants	2023/24	200	200	G	
Resilience and Emergency Team - Structural Review	2023/24	100	100	G	
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	370	370	G	

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

Capital Programme

Summary - Capital

- The Fire and Rescue and Communities capital programme; as approved by County Council in February 2023, agreed a programme totalling £9.089m for 2023/24. Budget of £4.864m originally profiled to spend in 2023/24, was accelerated into 2022/23, revising the capital programme to £4.225m.
- The portfolio's capital programme contains five schemes. Four of the schemes are in delivery and one is practically complete and is in its retention phase whilst snagging and cosmetic works are completed. The performance and financial details for each are reported below.

	Community Support, Fire Rescue Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: Fire and Rescue Equipment Block Programme - Block	G	G	G	£0.259m	N/A	£0.061m	£0.198m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Scoping of projects is underway.							
2	Project: Fleet Replacement Programme - Block	G	G	G	£4.072m	N/A	£-	£4.072m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Projects are going through the governance process.							

	Community Support, Fire Rescue Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
3	Project: Live Training Centre and Horsham Fire Station	G	G	G	£25.608m	£23.935m	£0.794m	£0.879m
	Latest Estimated Completion Date: July 2023			Project Phase: In Delivery				
	Narrative: The new building and site has been handed over to the service. The site became operational on Monday 10th July 2023. Funding remains for final invoices and retention payments.							
4	Project: Fire and Rescue Estates Improvement Programme	G	G	G	£1.852m	£-	£-	£1.852m
	Latest Estimated Completion Date: To Be Confirmed			Project Phase: In Delivery				
	Narrative: Business Case being created by Service and with a first draft expected in August 2023.							
5	Project: Worthing Community Hub	G	G	G	£2.852m	£2.693m	£-	£0.159m
	Latest Estimated Completion Date: May 2022			Project Phase: Practically Complete - In Retention				
	Narrative: In retention.							

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

Risk

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

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

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Environment and Climate Change Portfolio - Summary Performance Summary



1. Performance highlights this quarter:

- The County Council's **Energy Services Team has received national recognition for its work in helping the county's businesses to invest in clean energy**. In June, the team came first in the 'Enabler' category at the 2023 Association of Decentralised Energy Awards for its leading role in establishing the [Re-Energise Manor Royal](#) local energy community with the Manor Royal Business Improvement District (BID) and Crawley Borough Council. Re-Energise Manor Royal, launched in March, is working to attract investment into Manor Royal and deliver new clean energy projects, such as roof mounted solar panels and batteries to store clean electricity. This will help businesses reduce their energy costs and carbon emissions and support them in working towards net zero operation.
- The contract for the **disposal of refuse derived fuel and energy recovery feedstock services** with West Sussex Britaniacrest Seneca Partnership Limited (WSBSP) has been approved from 8th April 2024, for an initial period of 11 years with an option to extend.
- Two feasibility studies (December 2022 at the mechanical biological treatment plant, and May 2023 for five other sites), have been completed at the County Council's waste transfer and processing sites to **explore opportunities for rooftop solar PV panels** to increase the consumption of locally generated renewable power, reduce emissions and generate income for the council.
- Residents attending the **Recycling Centres in May brought in the highest monthly tonnage since pre-Covid**, with green waste recording a three-year high. The collection of vapes has commenced at the sites to combat fly-tipping of the items. The booking system at six of the sites has improved with the introduction of tablets to check bookings and minimising queuing. By the end of June, the total number of bookings made passed 1.6 million.
- For the **"Think Before You Throw" campaign**, working in partnership with the districts and boroughs and corporate communications teams, preparation has been underway to create a large-scale communications campaign 'Think Before You Throw' that focuses on waste minimisation and recycling which will go live Mid July.
- A successful **recruitment exercise took place to enhance the already well-established volunteer scheme**. The waste prevention team now have 37 volunteers who support face to face events and school assemblies across West Sussex sharing waste prevention and recycling advice and guidance.

Our Council Performance Measures

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

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Section 4

Environment and Climate Change		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
22	Measure: Equivalent tonnes (te) of CO2 emissions from WSCC activities (CC) Reporting Frequency: Quarterly, Accumulative. 	22,833 CO2te	Dec-22	Mar-23	Jun-23	↗	G
			G	G	G		
			17,561 CO2te	27,264 CO2te <small>(2022/23 Target: 29,910 CO2te)</small>	4,667 CO2te		
	Performance Analysis: Jun-23: Preliminary recorded carbon emissions for Q1 2023/24 totalled 4,667 tonnes. Note, this is the first quarter of emissions reporting under a new baseline calculation and thus comparison to previous reporting is not accurate. Also, data presented is preliminary as there are delays in reporting some finalised consumption datasets. Confirmed data will be logged at the next reporting period, causing changes to this quarterly preliminary data. Q1 emissions have declined in the corporate and schools' estate (largely due to updating of the baseline which removed some buildings outside of the scope of work – e.g., non-maintained schools) as well as streetlighting. Emissions rose slightly within transportation categories as grey mileage and business travel increased. As the emissions baseline changed from 2023/24 to reflect a more complete emissions dataset, the overall performance in this sector will change from previous years. However, overall emission performance remains on track to meet the targeted annual reductions, though it should be noted that on average, the highest emissions sit within the last six months of the financial year, where both heat demand and streetlighting increase in response to colder temperatures and reduced daylight hours. Actions: Work continues on the actions set out in the Carbon Management Plan to achieve net zero carbon by 2030.						
23	Measure: Household waste recycled, reused or composted (CC) Reporting Frequency: Quarterly, Reported two quarters in arrears. 	56.0%	Jun-22	Sep-22	Dec-22	↗	A
			A	A	A		
			53.5%	52.9%	53.3% <small>(2022/23 Target: 55%)</small>		
	Performance Analysis: Jun-23: The recycling rate for the third quarter of 2022/23 decreased (1.97%) when compared to the same quarter in 2021, however, it has increased by 0.39% on Q2 of 2022/23. The contractor has informed us that most of the wood stockpile, mentioned in previous updates has been cleared. It is hoped that there will be some recovery in the recycling rate when the Q4 results are available with a more accurate picture of performance. Although in this reporting period the green waste has been more consistent with the same quarter in the previous year, overall, 2022/23 green waste was lower than 2021/22 which could also influence the recycling rate. However, there has been a big increase in green waste through the sites during April and May 2023 which will likely improve the recycling rate in Q1 of 2023/24. Actions: Compared to the previous 12-month rolling figure, total local authority collected waste continues to decrease. This may be due to the increases in the cost of living or could be still levelling off after the rise in tonnages of residual and recycling waste after the pandemic. Another reason for the decrease in tonnages could be partly due to the bin strikes in the Adur and Worthing district that took place in March and April 2022 and would therefore contribute to the 12-month rolling figure included in the calculations. The MBT has also been under processing waste i.e., collected but not processed which could also have affected the recycling rate (approximately 3,300 tonnes). Some of this has been processed during Q4.						

Finance Summary

Portfolio In Year Pressures and Mitigations

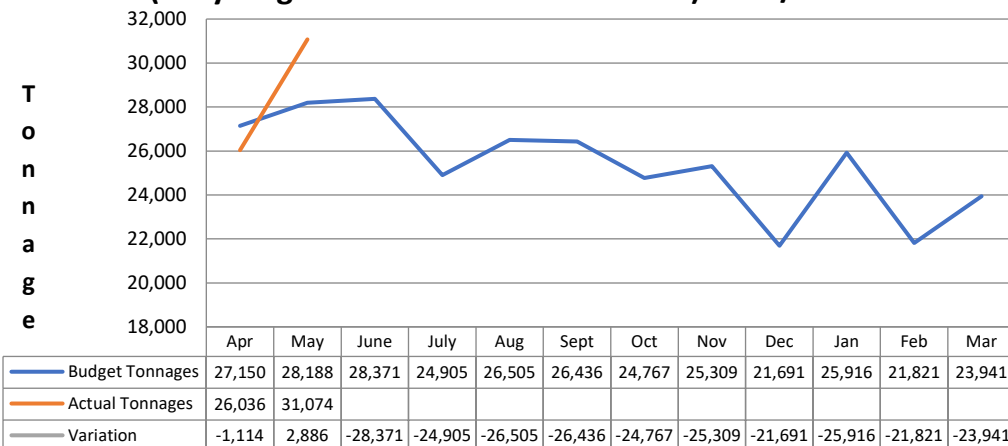
Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Waste Services – Additional cost on waste recycling contract above budgeted inflation	£0.130m			
Waste Services - Increase in waste volumes at Household Waste Recycling Sites and kerbside collections	£0.485m			
Waste Services – Non-delivery of saving - reduction in recycling income projection	£0.260m			
Energy Services – Delays in saving delivery on solar and battery storage project	£0.500m			
Other minor variations	£0.010m			
Environment & Climate Change Portfolio - Total	£1.385m		(£0m)	£1.385m

Financial Narrative on the Portfolio's Position

3. As at the end of June, the forecast for the Environment and Climate Change Portfolio is a projected overspend of £1.385m. The main variations are described below.
4. **Inflation** on the waste recycling contract was set at 12.4%, slightly lower than the actual inflation rate applied to the contract which averaged 12.9%. This has led to a budgeted shortfall of £0.130m.
5. **Household Waste Recycling Sites (HWRS)** have seen an increase in waste volume of around 3% above the budgeted tonnages so far this year. Additional green waste has been received due to a weather-related early growing season. The Material Recycling Facility (MRF) has experienced 6% higher than budgeted waste volume due to the increase in household waste recycling collected at the kerbsides, which is in part due to the continued and likely permanent home-working arrangements. Overall, this has resulted in a projected £0.485m overspend.
6. In recent years, the value of **Recyclate** has fluctuated greatly, however the start of 2023/24 is showing a much more stable picture with recyclate values generally indicating a slight recovery from the sharp drop experienced across virtually all recyclate streams in the second half of 2022/23. The largest driver of recycling income is waste paper and the value of this commodity is currently +£38 per tonne; this is some improvement from the +£18 low in November 2022, but far short of the £124 per tonne high in August 2022. Current projections estimate a £0.259m shortfall in income in 2023/24, however major market changes will affect this forecast.
7. Due to continued delays in the **Solar and Battery Storage site at Halewick Lane** becoming active, the income generation saving of £0.5m linked to this site is not expected to be delivered in 2023/24. It had been hoped that this shortfall could be mitigated by the County Council's other solar farms producing and selling more energy following recent favourable weather conditions. However, the current and projected sale prices suggest this may not be possible.

Cost Driver Information

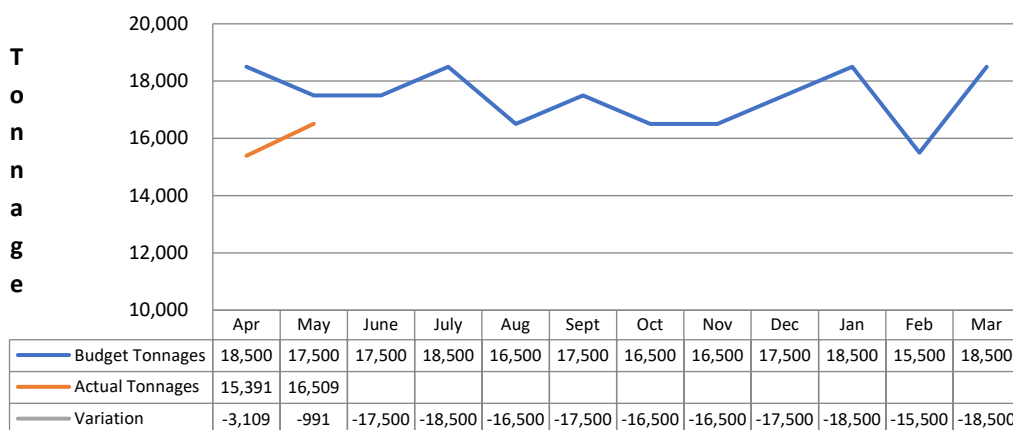
**Contract Handling Fee Tonnage
(Recycling Centres & Transfer Stations) 2023/24**



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

The tonnages received to May are 3% above the budgeted profile.

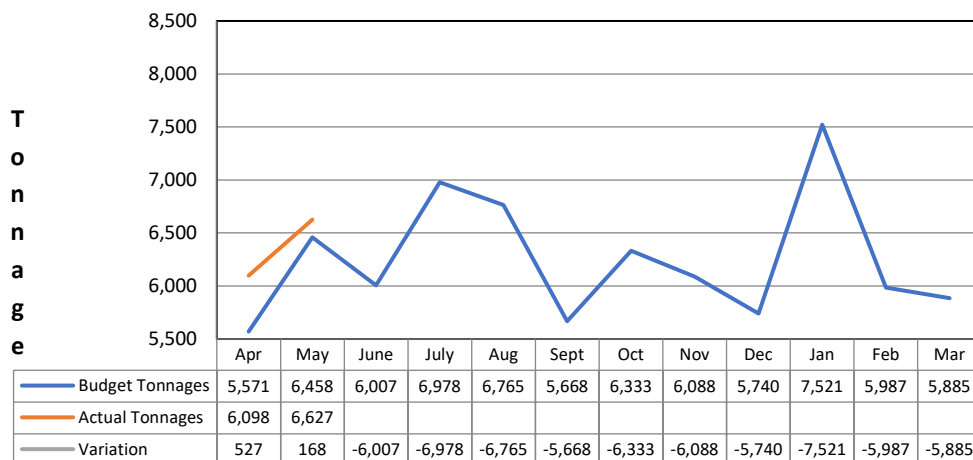
**Monthly Tonnage Profile and Actual Waste Entering the MBT
and Waste Sent Direct to Landfill 2023/24**



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

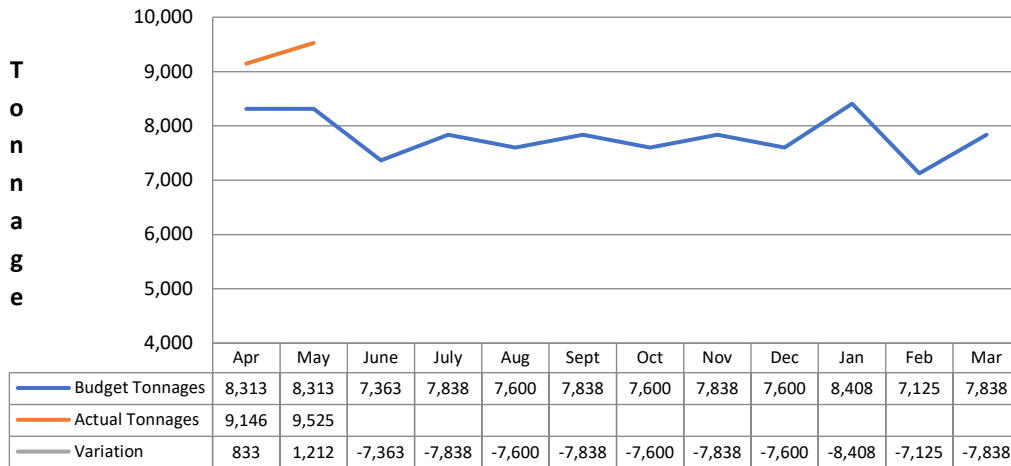
This graph demonstrates a 10% reduction in tonnes sent to the landfill so far when compared to the forecast profile.

MRF Tonnage 2023/24



This graph shows the monthly volumes of recycling taken to the Material Recycling Facility (MRF). The monthly tonnages taken to the MRF so far in 2023/24 are 6% above the budgeted profile.

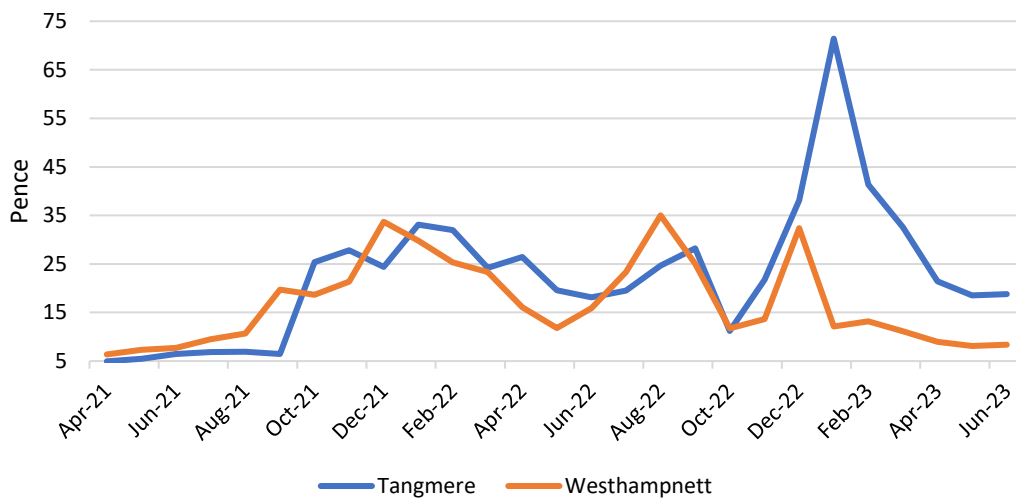
Monthly profile and actual waste tonnage converted into RDF 2023/24



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

RDF levels are around 29% (17,900 tonnes) above expectation contributing to the reduction in waste sent to landfill.

Solar Farm Income Unit Rate - Pence Per kWh



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

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

Savings Delivery Update

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

Saving Activity	Year	Saving to be Delivered in 2023/24 (£000)	June 2023		Narrative
			Value	Status	
Recyclate income	2023/24	800	540	G	There has been a downturn in the value of recyclable material in the last 3-6 months meaning that it is likely that a proportion of this saving will be made in 2023/24.
			260	R	
Solar and Battery Investments	2023/24	500	500	R	Continued delays at Halewick Lane, project will not complete or generate income in 2023/24.

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Section 4

Saving Activity	Year	Saving to be Delivered in 2023/24 (£000)	June 2023		Narrative
Additional Energy Generation	2023/24	200	200	G	
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	72	72	G	
Development of Battery Storage Site	Prior Years	100	100	B	
Additional income from increased sales of Recyclates (2022/23 element)	Prior Years	800	800	B	
Review of Countryside Fees and Charges	Prior Years	20	20	G	

Savings Key:

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

Summary - Capital

9. The Environment and Climate Change capital programme; as approved by County Council in February 2023, agreed a programme totalling £12.182m for 2023/24. Budget of £0.291m, originally profiled to be spent in 2022/23, was slipped into 2023/24, revising this year's capital programme to £12.473m.
10. Since this time, the profiled spend has decreased overall by £0.033m, to give a current year end projection for 2023/24 of £12.440m.
11. The portfolio's capital programme contains 11 schemes with all projects currently in delivery. The performance and financial details for each scheme are reported below.

	Environment and Climate Change Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Project: Asset Decarbonisation - Carbon Net Zero Programme	A	G	G	£12.364m	£0.064m	£0.389m	£11.911m
1	Latest Estimated Completion Date: On-going			Project Phase: In Delivery				
	Narrative: From this programme, £7.9m is being invested to reduce the carbon emissions of 14 County Council buildings, including seven libraries, six fire stations and a day centre. The work will include replacing boilers over 10 years old with Air-Source Heat Pumps. Salix funding is time limited.							

Agenda Item 5
Section 4

	Environment and Climate Change Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
2	Project: Carbon Reduction (Salix) Programme – Block Allocation	A	G	G	£1.756m	£1.575m	£0.005m	£0.176m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Pipeline of schools lighting projects is being assessed by the Energy Team. Some schools have dropped out of the initial pipeline that had been worked up last year, so replacement sites are being identified. Still anticipating projects to be delivered within 2023/24, however works will be unlikely to deliver in school summer holiday window.							
3	Project: Faygate Site Improvements	G	G	G	£1.121m	£0.504m	£-	£0.617m
	Latest Estimated Completion Date: To Be Confirmed			Project Phase: In Delivery				
	Narrative: Gas well drilling programmed for the summer to determine if liquid levels within wells are perched or groundwater. Differing gas well designs will aid with these investigations and contribute to a full scheme design.							
4	Project: Flood Management	G	G	G	£1.069m	£0.704m	£-	£0.365m
	Latest Estimated Completion Date: Year 2028			Project Phase: In Delivery				
	Narrative: Next stage Business Case being created by Service and with a first draft expected in August 2023.							
5	Project: Property Maintenance - Carbon Net Zero – Block Allocation	G	G	G	£5.060m	£1.509m	£0.250m	£3.301m
	Latest Estimated Completion Date: On-going			Project Phase: In Delivery				
	Narrative: Project reporting on track.							
6	Project: Your Energy Sussex (YES) - Halewick Lane	A	G	G	£23.616m	£5.051m	£0.092m	£18.473m
	Latest Estimated Completion Date: To Be Confirmed			Project Phase: In Delivery				
	Narrative: Phase 2 – Cabling Works is awaiting final signing of land consents. Options appraisal being developed for alternative procurement options for Phase 3.							
7	Project: Operation Watershed	G	G	G	£1.009m	N/A	£0.165m	£0.844m
	Latest Estimated Completion Date: On-Going to 2028			Project Phase: In Delivery				
	Narrative: Funds have recently been awarded to local communities to help with works to improve drainage and flood areas.							
8	Project: Your Energy Sussex (YES) - Schools Solar PV Programme	A	G	A	£4.685m	£4.170m	£-	£0.515m
	Latest Estimated Completion Date: To Be Confirmed			Project Phase: In Delivery				
	Narrative: Quality issues caused by one installer has caused some disruption to the programme. Solution to rectify installations at six schools currently under review.							

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	Environment and Climate Change Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
9	Project: Your Energy Sussex (YES) – Solar Battery PV corporate sites and schools	G	G	G	£7.700m	£-	£-	£7.700m
	Latest Estimated Completion Date: January 2027			Project Phase: In Delivery				
	Narrative: Programme of work over 23 corporate and 62 school buildings. Tender package has been prepared.							
10	Project: General After Care Works - Block	G	G	G	£0.434m	£0.403m	£-	£0.031m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Works ongoing at Baystone Farm (gas vents and replacement boreholes), Westhampnett (gas well repairs) and Sompting (new boreholes)							
11	Project: Capital Receipts Funding Waste New Service Model – Transformation Project	G	G	G	£0.627m	£0.547m	£0.002m	£0.078m
	Latest Estimated Completion Date: To Be Confirmed			Project Phase: In Delivery				
	Narrative: Waste project is in its final phase with a trial for segregation and disposal of food and absorbent hygiene products in Mid Sussex underway. £0.080m expected to be spent in 2023/24 with remaining uncommitted funds returned to capital receipts budget.							

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

Risk

13. 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 Number	Risk Description	Previous Quarter Score	Current Score
CR73a	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.	12	12
CR73b	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	12	12

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

14. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Finance and Property Portfolio - Summary

Performance Summary

1. Performance highlights this quarter:

- The new Horsham Fire Station and Training Centre has achieved practical completion and the building has been handed over to Facilities Management and the Fire and Rescue Service for fitting out and preparation for occupation. The site became operational in July.
- There are currently 81 schools' capital maintenance projects underway and 60 corporate capital maintenance projects underway.
- The West Sussex County Council/Lovell Joint Venture secured its third planning consent in June for 101 new homes in Littlehampton. The first two sites, 22 homes in Southwick and 20 homes in Bersted have planning consent and are progressing through governance with works expecting to commencement later this financial year.

Our Council Performance Measures

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

Finance and Property		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
16	Measure: New competitive tenders and their resulting contracts over the value of £500,000 include 'social value' criteria as part of the evaluation, in line with the Council's social value framework Reporting Frequency: Year-to date annual average, updated each quarter.	80.0%	Dec-22	Mar-23	Jun-23	↗	G
			G	G	A		
Performance Analysis: Jun-23: The data shows the latest result for a year-to date annual average, commentary, however, relates only to the latest quarter performance. There were nine eligible tenders over the value of £500,000 that required a Key Decision in the first quarter of 2023/24. Seven of these tenders (78%) included a social value consideration. For the two tenders where social value was not included, the consideration confirmed that social value outcomes would not be viable or suitable for inclusion. Actions: The County Council continues to ensure it complies with obligations for Social Value and to measure the value and benefit it brings to the local economy.							
49	Measure: Square metres of operational property (e.g., offices, libraries, fire stations etc) that are in use Reporting Frequency: Quarterly	113,500 m ²	Dec-22	Mar-23	Jun-23	↗	G
			G	G	A		

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Section 5

Finance and Property		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Jun-23: The baseline for this KPI has been changed to align the target with the actual rationalisation that has been achieved to date and to align with the data on the new asset database. The new target for the quarter has not been achieved as there has been no significant property rationalisations realised in this quarter. The reduction from last quarter is due to some small-scale property changes.</p> <p>Actions: During the next quarter, two fire stations are expected to be vacated and the new West Sussex Fire and Rescue Service Training Centre and Horsham Fire Station will be operational. The net effect of these changes is expected to increase the square meterage of the operational estate. Other rationalisation initiatives are being explored.</p>							
50	<p>Measure: The aggregated unit cost of our services compared to our statistical neighbours</p> <p>Reporting Frequency: Annually (March)</p>	7th - 8th highest out of 15	2020/21	2021/22	2022/23	→	A
			R	G	G		
			4 th Highest out of 15	8 th Highest out of 15	8 th Highest out of 15		
<p>Performance Analysis: Jun-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: The County Council is still in uncertain times with significant budget gaps over the next three years and therefore further reductions will be required but this is likely to be the same across all authorities and therefore the council's relative position may vary. Going forward, there are plans to review benchmarking information and use information which provides a measure of cost effectiveness 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%	Dec-22	Mar-23	Jun-23	↗	G
			G	G	G		
			100.0%	83.0%	100.0%		
<p>Performance Analysis: Jun-23: There were nine eligible tenders over the value of £500,000 that required a Key Decision in the first quarter of 2023/24. All nine tenders (100%) considered Partnership working within the business appraisal options process.</p> <p>Actions: The County Council continues to ensure partnership working consideration is embedding in working practices.</p>							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Assets and Estates – Reduction in income from property rental	£0.800m	Assets and Estates – Projected underspend including non-domestic rates appeals rebate	(£0.100m)	
Assets and Estates – Projected property holding costs	£0.200m	Other minor variations	(£0.019m)	
Finance and Property Portfolio - Total	£1.000m		(£0.119m)	£0.881m

Financial Narrative on the Portfolio's Position

3. As at the end of June, the forecast for the Finance and Property Portfolio is a projected overspend of £0.881m. The main variations are described below.
4. There will be a **shortfall on the property rental income** during the year as a result of the current tenant vacating the City Park site in Hove from September 2023. The estimated impact is around £0.8m which includes rental loss, holding costs and non-domestic rates liability.
5. With a number of the County Council's buildings now vacant, including Centenary House Durrington and the old Horsham and Horley Fire Stations, there is an estimated £0.2m of additional pressure currently projected in relation to **holding these buildings** in the short-term.
6. These pressures are partly offset by a projected one-off income of £0.1m relating to **rebates** following successful non-domestic rates appeals.

Savings Delivery Update

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

Saving Activity	Year	Savings to be Delivered in 2023/24 £000	June 2023		Narrative
Reduction in the operational estate costs of the Early Help Service	2023/24	100	100	G	Delivery of savings from the cost of properties vacated as part of the Early Help Project.
Property Joint Venture - Staff Costs	2023/24	200	200	G	Staff supporting the Joint Venture and Edes Estates in 2023/24 will be recharged accordingly and therefore reducing costs to the General Fund.
Rationalisation of the Operational Office Estate	2023/24	80	80	G	The review completed to date of the operational estate has identified properties that can be released as part of known changes in service delivery.
Future Smarter Working Arrangements	2023/24	50	50	G	Reduced estate running costs as a result of the move to hybrid working post-pandemic.
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	156	156	G	Staffing budgets currently assume a vacancy factor of 5% but over the last few years, this has averaged 6% across the organisation. Therefore, the budget for 2023/24 has been reduced accordingly.

Savings Key:

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

Capital Programme

Performance Summary - Capital

8. The Finance and Property capital programme; as approved by County Council in February 2023, agreed a programme totalling £7.427m for 2023/24.
9. The portfolio's capital programme contains 10 schemes. Eight of the schemes are in delivery and two are practically complete and are within a retention phase whilst snagging and cosmetic works are completed. The performance and financial details for each are reported below.

	Finance and Property Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: Accessibility Audit	G	G	G	£2.190m	£0.416m	£0.022m	£1.752m
	Latest Estimated Completion Date: March 2024			Project Phase: In Delivery				
	Narrative: Works are continuing on this project on various sites including Crawley library, County Hall, Parkside and Durban House.							
2	Project: Broadbridge Heath Park	A	G	R	£15.845m	£0.788m	£0.037m	£15.020m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: The project is due to go out to tender towards the end of August. When proposed costs are returned it is likely that a value management exercise will be undertaken to ensure that these are full and representative. If they fail to generate an acceptable return for the County Council, then the scheme will not go ahead.							
3	Project: Facilities Management Structural Maintenance Programme - Block	G	G	G	£3.436m	N/A	£0.157m	£3.279m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Block programme - Some schemes being managed by consultants are delayed as extended timeframe required to establish the full scope of works and draw up documentation, but overall projects are on track.							
4	Project: Gypsy and Travellers Improvements Programme	G	G	G	£0.675m	£-	£-	£0.675m
	Latest Estimated Completion Date: On-going			Project Phase: In Delivery				
	Narrative: Site improvement projects are currently being developed.							
5	Project: Horsham Enterprise Park	A	G	G	£5.092m	£4.368m	£0.002m	£0.722m
	Latest Estimated Completion Date: TBC			Project Phase: In Delivery				
	Narrative: Issues of water neutrality cannot be resolved as Horsham District Council have paused the development and publication of their Local Plan.							

	Finance and Property Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
6	Project: Latent Defects Programme	G	G	G	£0.200m	£0.003m	£0.009m	£0.188m
	Latest Estimated Completion Date: On-going			Project Phase: In Delivery				
	Narrative: Project on track.							
7	Project: Targeted Minor Asset Improvement Plan (CLOG) - Block	G	G	G	£0.735m	£0.677m	£-	£0.058m
	Latest Estimated Completion Date: On-going			Project Phase: In Delivery				
	Narrative: Programme of minor works - progressing to plan.							
8	Project: Staff Capitalisation - Property	G	G	G	£0.940m	N/A	£-	£0.940m
	Latest Estimated Completion Date: On-going			Project Phase: In Delivery				
	Narrative: Eligible costs associated with capital projects will be charged in Q4.							
9	Project: Chichester High School Demolition	G	G	G	£0.591m	£0.554m	£0.011m	£0.026m
	Latest Estimated Completion Date: 2022			Project Phase: Practically Completed - In Retention				
	Narrative: Project complete.							
10	Project: Orchard Street Development	G	G	G	£1.950m	£1.848m	£-	£0.102m
	Latest Estimated Completion Date: 2022			Project Phase: Practically Completed - In Retention				
	Narrative: Project complete.							

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

Risk

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.

Agenda Item 5
Section 5

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

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

Highways and Transport Portfolio - Summary

Performance Summary

1. Performance highlights this quarter:


- The significant weather fluctuations over autumn/winter have led to accelerated deterioration of large parts of the network, leading to cracks and potholes to form. To tackle the issue, the **Highways Team** have deployed a number of additional measures including 'Find and Fix' gangs, additional reactive safety gangs with extended working i.e., extra twilight shifts and shifts on Saturdays and three [Velocity Jet Patchers](#). Efforts have also been focused on the quality of pothole repairs. In May, a "Right First Time" approach was adopted where neat, cut repairs should be undertaken by the contractor unless there are exceptional circumstances.
- Highway officers have been dealing with **unprecedented customer enquiries**, 42% higher than Q1 last year. Over this period, they have raised (on average) 65% more jobs with contractors compared to the previous year.
- The **Live Labs Two – Greenprint joint innovation** project with South Gloucester Council is currently working on activities on biomass processing. This project aims to explore how plant material mowed from our roadsides can be used for bio fuels and road materials.
- Work to begin implementation of the £17.4m **Bus Service Improvement Plan** began following receipt of year one funding. Delivery of quick wins including a new young person's fares discount is expected from September onwards. A new service 500 between Littlehampton and Chichester began in July 2023.
- **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. The national £2 capped bus fare launched 1st January 2023 continues until November 2023 at which point fares will rise to £2.50 and continue for a further year.
- Active Travel England (ATE) have agreed £0.237m to **support capacity and capability to deliver active travel across the county**. A spending plan has been agreed with ATE which is currently being implemented. Information has been submitted to ATE for reassessment for the County Council to achieve level one status.
- A further £2.96m fund has been awarded to support the **roll-out of on-street electric vehicle charge points**. Phase two sites have been shared with members in advance of resident engagement which commenced on 10th July. An expression of interest for further Local Electric Vehicle Infrastructure (LEVI) funding of up to £4.5m over the next two years has also been submitted. The outcome is expected during the autumn.

Agenda Item 5
Section 6

- The **Highway, Transport and Planning Delivery Programme for 2023/24** has commenced. Over 600 schemes are to be delivered to the value of £70m. The Programme details planned schemes on roads and footways, including bridges, traffic signals, highway improvements, road safety, public rights of way, drainage improvements and intelligent transport systems. The Carriageways and Footways programme accounts for £21m and is looking to deliver more than 400 schemes.
- **Construction works on the A259** (Littlehampton) to widen approximately 2km of the existing single carriageway to a dual carriageway has successfully completed.
- **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 KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Highways and Transport		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
17	Measure: Length of new cycle infrastructure across the County (CC) Reporting Frequency: Quarterly, Accumulative 	7.5km per year 30km over 4-year period	Dec-22	Mar-23	Jun-23	↑	G
			G	G	G		
			19.4km	21.7km	22.6km		
Performance Analysis: Jun-23: There were two schemes completed in Q1: <ul style="list-style-type: none"> • River Road, Littlehampton contraflow cycle route - 0.28km • A259 Littlehampton to Angmering (Wick section) - 0.60km Actions: Work towards the 2025 target continues (30km over a 4-year period), with the provision of a high-quality cycling network.							
18a	Measure: A roads in good condition. Reporting Frequency: Annually	70.5%	Dec-20	Dec-21	Dec-22		G
			69.4%	68.2%	69.0%		
Performance Analysis: Jun-23: The annual National Road Condition data shows the following results: <ul style="list-style-type: none"> • 69.1% Good condition and no planned maintenance, • 15.1% Fair condition, requiring maintenance soon, • 15.8% Poor condition and in need of maintenance. Actions: Capital investment is the funding source which delivers proactive maintenance, directly contributing to condition scoring. Unfortunately, with the cycle of condition surveys, this KPI is a lagging indicator. This year sees a £19m investment in carriageways, which will help to improve the road network.							

Highways and Transport		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
18b	Measure: B and C roads in good condition. Reporting Frequency: Annually	68.5%	Dec-20	Dec-21	Dec-22		G
			69.0%	68.4%	68.9%		
Performance Analysis: Jun-23: See text at 18a above.							
19	Measure: Highway defects repaired within required time scale Reporting Frequency: Quarterly, reported one month in arrears.	96.0%	Dec-22	Mar-23	Jun-23		A
			G	A	R	↘	
Performance Analysis: Jun-23: There has been significantly higher volumes of safety works during this quarter than would usually be expected which has impacted timescales. The launch of a trial which focuses all efforts of 'quality repairs' ('right first time') during this period has had some impact on productivity. Notwithstanding, there have been 24% more repairs completed by gangs in Q1 this year when compared to Q1 2022. Actions: The service continues to closely monitor contract performance.							
41	Measure: Killed and seriously injured casualties per billion vehicle miles Reporting Frequency: Annually (September)	99	2019	2020	2021		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, the following supplementary data can be reported: <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 - Six schools have been identified 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: On-going road safety engineering schemes, education, training, and publicity include: <ul style="list-style-type: none"> Partnership working with The Sussex Safer Roads Partnership, promoting a wide range of behavioural change programmes. Provision of Bikeability training to about 9,000 year 6 pupils. Approximately 35,000 offenders undertaking driver training courses each year. The County Council's Road Safety Facebook page, which allows us to engage with the community on road safety issues, run educational campaigns and generates discussion and dialogue between road users. 13 locations were treated last year as part of an annual local safety programme that looks to make road improvements to areas that have historically higher numbers of road traffic accidents. Measures ranged from signing improvements, resurfacing with high skid resistant materials, to altering junction layouts. Four schemes have been delivered this year and a further 34 are at feasibility or detailed design stage. 							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Non delivery of saving – Additional income from Street Works Enforcement	£0.100m	Street Lighting PFI – Reduction in cost of energy (inflation)	(£1.300m)	
		Reduced uptake in National Concessionary Fares	(£1.000m)	
Highways & Transport Portfolio - Total	£0.100m		(£2.300m)	(£2.200m)

Financial Narrative on the Portfolio's Position

3. As at the end of June, the forecast for the Highways and Transport Portfolio is a projected underspend of £2.2m. The main variations are described below.
4. The unprecedented increases in electricity prices led to an overspending of £3.4m on the **Street Lighting PFI** in 2022/23, with the budget for 2023/24 being uplifted accordingly and providing for further increase. The year end projection currently reflects prices broadly in-line with 2022/23 levels, which would lead to an underspending of £1.3m against the budget.
5. The outlook for electricity prices is cautiously optimistic and suggests that costs are likely to fall in 2023/24, however, potential for market volatility remains and confirmed winter rates are unlikely to be known until the final quarter of the year.
6. Bus operators are currently being reimbursed for journeys made under the **English National Concessionary Travel Scheme** based upon pre-covid patronage, but with adjustments for reduced service mileages (in line with the approach taken in 2021/22 and 2022/23). This is running alongside the 'Bus It' campaign to encourage a return to greater bus use, which stood at 60-70% of pre-pandemic levels at the end of 2022/23.
7. The initial estimate for the budget position this year, based on the approach above, is a projected underspending of £1m. This may vary with changes to service mileages, frequencies or reimbursement arrangements and will continue to be monitored as data becomes available.
8. The 2023/24 budget includes a £0.1m additional income expectation from improved **street works enforcement**. Resource constraints have meant that it has not yet been possible to progress this activity and it is unlikely that additional net income will be delivered this year.
9. The **Highways Maintenance** base budget has been increased to take account of the inflationary pressure experienced last year. However, significant demand pressures remain. These include the increased volume of pothole repairs required, the ongoing impact of more extreme weather conditions and costs associated with the temporary traffic arrangements needed following the landslip in Pulborough.

10. Additional one-off funding of £4.5m has been provided in 2023/24 for Highways Maintenance including repairs, flooding and drainage. This is enabling several proactive activities to be undertaken which will begin to redress the maintenance deficit. The focus of the funding is on drainage maintenance and investigations, pothole repairs, signs and line maintenance, trees, ditches, and vegetation maintenance.

11. Despite the additional investment the outlook on the maintenance budget remains challenging and it is likely the budget will again be under pressure in 2023/24.

Savings Delivery Update

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

Saving Activity	Year	Savings to be Delivered in 2023/24 £000	June 2023		Narrative
Concessionary Fares	2023/24	1,000	1,000	G	
Street Lighting LED Conversion	2023/24	500	500	G	The impact of the delay to the LED conversion programme is expected to be mitigated within the budget this year.
Highways Street Works Income Generation	2023/24	400	400	G	
Street Works Enforcement	2023/24	100	100	R	Resource constraints have meant it has not been possible to progress this activity and it is unlikely that additional income will be delivered in 2023/24.
Additional Parking Restrictions	2023/24	50	50	G	
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	123	123	A	Vacancy levels are to be monitored during the year.
On street parking	Prior Years	376	376	G	
Charge for monitoring travel plans	Prior Years	50	50	A	The new charge did not deliver additional income in 2021/22 and partially met the target in 2022/23. Income will continue to be monitored in 2023/24 to determine if the £50,000 is achievable.

Savings Key:

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

Capital Programme

Performance Summary - Capital

13. The Highways and Transport capital programme; as approved by County Council in February 2023, agreed a programme totalling £48.202m for 2023/24. Budget of £0.163m, originally profiled to be spent in 2023/24, was accelerated into 2022/23, revising this year's capital programme to £48.039m.

14. Since this time, the profiled spend has increased overall by £0.906m, to give a current year end projection for 2023/24 of £48.945m.

15. The portfolio's capital programme contains 13 schemes with 12 schemes in delivery and one is practically complete and is within its retention phase whilst snagging and cosmetic works are completed. The performance and financial details for each scheme are reported below.

	Highways and Transport Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: A29 Re-alignment, Arun, Phase 1	A	G	R	£12.142m	£3.824m	£0.080m	£8.238m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Cost pressure due to land purchase, inflation and other issues. Proposals to seek additional funding from Homes England are being drafted.							
2	Project: A259 Bognor to Littlehampton Corridor Enhancement, Arun	G	G	A	£2.233m	£1.158m	£0.095m	£0.980m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Until the land costs are confirmed there is a credible risk that the remaining budget will be exceeded. If this risk materialises, proposals to resolve the budget pressure will be presented to the project board any approval through the capital governance process.							
3	Project: A259 Corridor Capacity Enhancement, Arun (MRN)	G	G	A	£29.503m	£26.342m	£0.742m	£2.419m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery (design)				
	Narrative: A Key Decision has been drafted seeking the funding required to develop the Business Case necessary to secure DfT funding for the scheme construction.							
4	Project: Active Travel Fund	G	G	G	£2.809m	£1.909m	£0.033m	£0.867m
	Latest Estimated Completion Date: 2028			Project Phase: In Delivery				
	Narrative: Project on track.							
5	Project: A2300 Corridor Capacity Enhancement, Burgess Hill	G	G	G	£22.676	£22.395	(£0.641m)	£0.922m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				

	Highways and Transport Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Project on track.							
6	Project: A284 Lyminster Bypass, Arun	G	G	G	£50.723m	£14.130m	£1.899m	£34.694m
	Latest Estimated Completion Date: 2025				Project Phase: In Delivery			
	Narrative: Project on track.							
7	Project: Bus Service Improvement Programme	R	G	A	£2.233m	£1.158m	£0.162m	£0.980m
	Latest Estimated Completion Date: 2025				Project Phase: In Delivery			
	Narrative: There have been issues around the deliverability of the Crawley Station Gateway project. This project was to be delivered by Crawley Borough Council, but due to the proposal not being sufficiently advanced to meet the Department for Transport (DfT) funding agreement deadline, alternative solutions (working with Crawley Borough Council) are being finalised which will need to be agreed with the DfT.							
8	Project: On-Street Pay & Display	G	G	G	£0.525m	£0.023m	£0.020m	£0.482m
	Latest Estimated Completion Date: 2025				Project Phase: In Delivery			
	Narrative: Project on track.							
9	Project: On-Street Residential ChargePoints (EV)	G	G	G	£1.804m	£-	£-	£1.804m
	Latest Estimated Completion Date: 2025				Project Phase: In Delivery			
	Narrative: Project on track.							
10	Project: Staff Capitalisation - Highways	G	G	G	£1.743m	N/A	£-	£1.743m
	Latest Estimated Completion Date: On-Going				Project Phase: In Delivery			
	Narrative: Eligible costs associated with capital projects will be allocated at the year-end based on actual spend.							
11	Project: LED Streetlight Conversion	A	G	R	£20.940m	£1.220m	£0.005m	£19.715m
	Latest Estimated Completion Date: 2028				Project Phase: In Delivery			
	Narrative: Legal discussions are ongoing with all partners involved in the PFI. Once these reach a conclusion, this scheme will progress.							
12	Project: Annual Works Programme	G	G	G	£53.717m	N/A	£4.203m	£49.514m
	Latest Estimated Completion Date: On-Going				Project Phase: In Delivery			

Agenda Item 5
Section 6

	Highways and Transport Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Works on carriageways, community highways schemes, footway improvements, highways operations, intelligent transport systems, local transport improvement programme, public right of way, road safety, signals and structures are underway.							
	Project: West of Horsham – Junction Improvements	B	B	B	£8.579m	£7.871m	£-	£0.708m
13	Latest Estimated Completion Date: June 2023				Project Phase: Practically Complete – In Retention Period			
	Narrative: Scheme now open to the public.							

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

Risk

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

Leader Portfolio (including Economy) - Summary

Performance Summary

1. Performance highlights this quarter:

- The Growth deal partnership with District and Borough Council's is continuing to make significant progress, supporting economic and transport strategies. In this quarter, two major schemes have continued to progress towards completion in Manor Royal Crawley and Burgess Hill. These significant investments will support residents and businesses with improved cycle and transport connectivity and enhanced the public realm. Both schemes are due to complete in September 2023.
- Our One Public Estate (OPE) partnership have been working to assess the best use of land looking at our current estates and supporting the council's smarter working strategy. The OPE partnership was successful with a funding application to the Brown Field Land Release Fund; being awarded just under £1m to support two sites in Council ownership in Bognor Regis and Chichester, moving them forward to development through our joint venture. In April, the partnership put forward two further bids to unlock key sites in Arun and Worthing totalling just over £2.3m, with a decision due in the summer.
- Further progress is also being made in Adur with the redevelopment of Southwick Square, a key location for local residents and businesses. Works started on site in April and will see council investment in enhancing the area improving the public realm and accessibility at the location resulting from engagement with businesses and residents.
- 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 Council's. West Sussex business leaders from a range of sectors have been brought on board as Green Business Champions to share with other businesses their journey towards sustainability, including the successes and the learning. Sector focussed demonstrator events, where experts and industry peers will share their experiences, will be hosted by a range of businesses including Hepworth Brewery for food and drink manufacturing, Woodfire Camping for tourism, and Thakeham Homes for construction.
- The County Council has supported the launch of `Sussex Wine Tourism: A Plan for Growth` at the Houses of Parliament, as part of an MP hosted reception to mark Sussex Day. The ambitious plan aims to grow Sussex's wine tourism sector from its current value of £25 million to £283 million by 2040, generating more than 3,000 jobs and securing Sussex's position as the UK's premier wine tourism destination. Eleven Sussex wine estates showcased their world-class wines and outstanding tourism experiences at the launch. Wine tourism is part of a wider plan for growth for Sussex led by the Sussex Visitor Economy Initiative, coordinated by West Sussex County Council, East Sussex County Council, and Brighton and Hove City Council.

Our Council Performance Measures

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

Leader		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
15	Measure: Enterprises supported to start, revive, innovate and grow Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.	5,028	Sep-22	Dec-22	Mar-23	↗	G
			G	G	G		
			2,169	2,398	3,270 (2022/23 Target: 1,760)		
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.							
Actions: All initiatives to continue as part of Economy Plan headline actions for 2023/24 with the exception of Business Hothouse which concluded in March 2023.							
24	Measure: Number of growth deals in place with district and boroughs Reporting Frequency: Annually (April)	7	2020/21	2021/22	2022/23	→	G
			G	G	G		
			7	7	7		
Performance Analysis: Jun-23: Works completed on site in Wivelsfield, as part of Phase One Burgess Hill Place and Connectivity Programme, with the exception of minor snagging. Littlehampton Town Centre Public Realm Improvement works continue. Continuing to draft Growth Deal refreshes.							
Actions: Complete Manor Royal Phase Two construction. Complete Burgess Hill Place and Connectivity Programme's Western Gateway and Stations improvement scheme. The team await the outcome of bids to the Brownfield Land Release Fund Round Two.							

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Financial Narrative on the Portfolio's Position

3. As at the end of June, the forecast for the Leader Portfolio is a projected underspend of £0.1m. This underspend has arisen due to in-year staffing vacancies.

Savings Delivery Update

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

Saving Activity	Year	Savings to be Delivered in 2023/24 £000	June 2023		Narrative
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	18	18	G	

Savings Key:

R Significant Risk A At Risk G On Track B Delivered

Capital Programme

Capital Summary

5. The Leader capital programme; as approved by County Council in February 2023, agreed a programme totalling £2.683m for 2023/24.
6. The portfolio's capital programme contains three schemes. Two of the schemes are in delivery and one is practically complete and within a retention phase whilst snagging and cosmetic works are complete. The performance and financial details for each are reported below.

	Leader Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: Burgess Hill Growth Programme	G	G	G	£5.653m	£3.580m	£0.438m	£1.635m
	Latest Estimated Completion Date: 2024			Project Phase: In Delivery				
	Narrative: Project is in delivery.							
2	Project: Crawley Growth Programme	G	G	G	£13.103m	£11.007m	£0.347m	£1.749m
	Latest Estimated Completion Date: 2024			Project Phase: In Delivery				

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	Leader Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
	Narrative: Project is in delivery.							
	Project: Bold Ideas, Creative Bognor	G	G	G	£1.080m	£1.061m	£-	£0.019m
3	Latest Estimated Completion Date: 2023			Project Phase: Practically Complete – In Retention				
	Narrative: Project is practically complete.							

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

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR7	There are governance systems which are not used fully and to best effect, and some which do not fit well together. This inhibits effective performance and delivery and frustrates those involved. Skills and knowledge of systems are patchy and excessive effort required for sound decisions and outcomes.	8	8

9. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

Public Health and Wellbeing Portfolio - Summary

Performance Summary

1. Performance highlights this quarter:

- The County Council has supported the shared interests of strategic population health and care objectives with the NHS, captured within the final version of '[Our Plan for our Population](#)' (launched 5 July). The plan will deliver the objectives of both the NHS Operating Plan and the [Sussex Integrated Care Strategy 'Improving Lives Together'](#), following the implementation of the Integrated Care System for Sussex in July 2022. One of the opportunities the plan offers is a focus on prevention across the whole health and care system. Working at the heart of communities, the County Council has welcomed providing input into shaping the plan, drawing upon the beneficial impact and influence that local government has on health and the wider determinants of health, such as housing, education, and employment.
- Following the recently announced [national initiatives](#) to help achieve the Government's Smokefree 2030 ambition, **Public Health has developed a cross-directorate approach to addressing vaping amongst children and young people**. This includes directing educational settings to advice and guidance on managing vapes to inform their policies and 'whole school approach', supplemented by new national teaching resources, and an increased focus with Trading Standards to reduce children and young people's access to these products by tackling underage sales and illicit products. Vaping continues to be an effective tool to aid quitting smoking. However, to ensure clear messages, any future local stop smoking campaigns, which include vapes as a quitting aid for adults, will have clear messaging that vaping is not risk free, and will discourage vaping in adults and children and young people who have never smoked.
- Horsham District Wellbeing (part of the [West Sussex Wellbeing Programme](#)) offers a free, friendly, and impartial service to support people who live or work in West Sussex to make positive improvements to their health and wellbeing. On 1st July, the grand opening of the **new high street location of the Horsham Wellbeing Hub took place in Swan Walk, Horsham**. The central location will enable more residents to access support tailored to their own needs and situation, make positive changes to their habits and support them to stay well. The Hub builds upon a long-standing partnership between the two Councils (West Sussex and Horsham) to improve the health of local residents and reduce inequalities and has been resourced by the County Council and the District.

Our Council Performance Measures

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

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Public Health and Wellbeing		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
6	Measure: Healthy weight of 10–11-year-olds Reporting Frequency: Annually (November)	Top Quartile in South East (%TBC)	2019/20	2020/21	2021/22	↑	G
	G		G	G			
			69.8%	63.2%	65.7% (Target: 63%)		
Performance Analysis: Jun-23: Healthy weight of children is measured through the annual National Child Measurement Programme (NCMP), which is delivering well in West Sussex with high compliance. Data is reported annually, the latest of which continues to provide a good basis for ongoing and developing obesity work for both Reception and Year 6 children for 2022/23. Whilst the measure is reporting a RAG status of green, it is important to note that the data shows only two thirds of 10- to 11-year-olds in West Sussex are of a healthy weight, indicating there is a need to support a third of this population group to achieve a healthy weight. Obesity is a complex issue affecting all ages, which emphasises the importance of a family targeted approach, working across all age groups. Data for the period 2022/23 will be available later this year as part of national reporting.							
Actions: The County Council's Public Health Service commissioned (mandated) service - the Healthy Child Programme (HCP) - will deliver the NCMP for 2023/24. Awaiting national guidance and recording templates. Public Health will be implementing a programme of work to support children to achieve a healthy weight.							
31	Measure: Healthy life expectancy for men Reporting Frequency: 3 Year Rolling Average (May)	67.0 Years	2017/18	2018/19	2019/20	↓	A
			G	A			
			64.6 Years	66.0 Years (Target: 66 Years)	63.8 Years (Target: 66 Years)		
Performance Analysis: Jun-23: Healthy Life Expectancy (HLE) measures the years that a person can expect to live in good health. HLE data is published annually; the updated data is delayed this year due the need to incorporate new 2021 Census data, which is expected to be available later in 2023/24. Current data for 2019/20 shows a significant trend downwards with HLE for men reducing by 2.2 years from 2018/19.							
Actions: There is no single action to improve HLE, but evidence shows the greatest impact will be achieved through addressing smoking, diet and alcohol measures along with evidence-based healthcare interventions, such as identifying and treating people with high blood pressure. Public Health is implementing its approach to evidence-based prevention activities across the county with district and borough councils as part of the West Sussex Wellbeing Programme, and with health and care partners.							
32	Measure: Healthy life expectancy for women Reporting Frequency: 3 Year Rolling Average	67.0 Years	2017/18	2018/19	2019/20	↓	A
			G	A			
			64.3 Years	64.8 Years (Target: 64.8 Years)	63.9 Years (Target: 64.8 Years)		
Performance Analysis: Jun-23: Healthy Life Expectancy (HLE) measures the years that a person can expect to live in good health. HLE data is published annually; the updated data is delayed this year due the need to incorporate new 2021 Census data, which is expected to be available later in 2023/24. Current data for 2019/20 shows a downwards trend with HLE for women reducing by 1.1 years from 2018/19.							
Actions: There is no single action to improve HLE, but evidence shows the greatest impact will be achieved through addressing smoking, diet and alcohol measures along with evidence-based healthcare interventions, such as identifying and treating people with high blood pressure. WSCC Public Health is implementing its approach to evidence-based prevention activities across the county with district and borough councils as part of the West Sussex Wellbeing Programme, and with health and care partners.							
35	Measure: Number of people completing evidence-based falls prevention programmes Reporting Frequency: Annually (June)	500		2021/22	2022/23	↑	A
			A	G			
			New Measure - No Data	354	425 (2022/23 Target: 400)		

Public Health and Wellbeing		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Jun-23: This data relates to falls prevention programmes within the West Sussex Wellbeing Programme – a partnership with district and borough councils across West Sussex and shows a good increase in the number of people completing the programmes. These are one of a number of services across the county; NHS services also provide falls prevention programmes and therefore, it is likely that the number of people completing falls prevention programmes overall in the county is higher than the West Sussex Wellbeing data reported here.</p> <p>Actions: Public Health will continue to work closely with partners to deliver and improve this approach, including planning for winter pressures.</p>							
53	<p>Measure: Mental health – self-reported wellbeing – people with a high anxiety score</p> <p>Reporting Frequency: Annually</p>	21%			2021/22		R
			New Measure – No Data	New Measure – No Data	23.9%		
<p>Performance Analysis: Jun-23: This is a new measure, and therefore no data is available from previous reporting periods to analyse trend(s). The data source for this measure is the Annual Population Survey (APS) from the Office for National Statistics (ONS) and an update for 2022/23 is currently awaited. It is important to note, that the indicator is an estimate based on a sample of the population in the area.</p> <p>Actions: This is a priority area for the County Council and partners and is a recently added measure to Our Council Plan because of the assessed level of need in the population. The team will be reviewing the latest data through a needs assessment, which will inform the County Council’s work and public health interventions to improve this measure.</p>							
54	<p>Measure: HIV late diagnosis in people first diagnosed with HIV in the UK</p> <p>Reporting Frequency: Annually</p>	25% -50%	2018/19	2019/20	2020/21		R
			53.2%	55.2%	57.6%		
<p>Performance Analysis: Jun-23: There has been an upward trend in this measure which is currently being explored with an aim to understand potential reasons for this and identify appropriate public health interventions, if required.</p> <p>Actions: In March representatives from Public Health, the Integrated Sexual Health Service (ISHS), UK Health Security Agency (UKHSA), NHS England and NHS Sussex, held a workshop to review the local HIV Care Pathway, and in June attended a South-East HIV Action Planning event. Following these, Public Health have developed a West Sussex HIV Action Plan to assess the latest evidence, identify local population need, and implement evidence-based initiatives, where required.</p>							
55	<p>Measure: Chlamydia – proportion of 15 – 24-year-olds screened.</p> <p>Reporting Frequency: Annually</p>	12%	2018/19	2019/20	2020/21		R
			15.2%	6.8%	6.2%		
<p>Performance Analysis: Jun-23: Chlamydia detection rates in the public health commissioned Integrated Sexual Health Service (ISHS) were impacted by the Covid-19 pandemic with reduced numbers of people accessing services, dropping significantly from 2018/19 to 2019/20, however, they are recovering. Diagnosis targets were set in 2018 as part of a five - year action plan and in 2022/23 these were met. However, chlamydia screening remains low outside of sexual health services, and while the proportion of 15–24-year-olds screened rose to 7.8 in 2022 from 5.8 in 2021, this is still the lowest in the South East.</p> <p>Actions: This is a priority for Public Health team to explore potential reasons for reduced chlamydia detection rates in the county, focusing on system wide improvements to increase testing opportunities and awareness.</p>							
60	<p>Measure: Smoking cessation (4 week quits) of smokers from disadvantaged groups.</p> <p>Reporting Frequency: Quarterly, Reported a quarter in arrears</p>	600	Sep-22	Dec-22	Mar-23		G
			257	427	579		

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Public Health and Wellbeing		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
<p>Performance Analysis: Jun-23: Validated quarterly data for this measure is published one year in arrears. Full year data for 2023/24 is expected in August 2024. The RAG status reflects the year-end forecast - actions to progress target are on track and cumulative totals of quits during 2022/23 suggest a continued increase during 2023/24.</p> <p>Actions: Work to implement the West Sussex Tobacco Control Strategy Action Plan is progressing, including preparing for Stoptober 2023, the national stop smoking campaign, developing a cross-directorate approach to addressing vaping amongst children and young people, working closely with educational settings, and continuing to offer vaping as a quitting tool, as an option to adults within stop smoking services.</p>							
61	<p>Measure: Smoking prevalence in adults (18+) – current smokers (APS) - to achieve Smokefree 2030 prevalence of 5% or below.</p> <p>Reporting Frequency: Annually</p>	10.9%			2021/22		R
			New Measure – No Data	New Measure – No Data	12.4%		
<p>Performance Analysis: Jun-23: Smoking prevalence is measured by the Annual Population Survey, which is published in arrears, consequently, the impact of current tobacco control activity undertaken in 2023/24 will be measurable in 2025/26, as the survey will be undertaken in 2024, with results published in 2025. This is a new measure, and therefore no data is available from previous reporting periods to analyse trend(s).</p> <p>Actions: Delivery of the West Sussex Tobacco Control Strategy Action Plan is driven by the West Sussex Smokefree Partnership and is on track.</p>							

Finance Summary

Portfolio In Year Pressures and Mitigations

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

Financial Narrative on the Portfolio's Position

- As at June, the forecast for the Public Health and Wellbeing Portfolio is a balanced budget.
- A wide range of public health functions, responsibilities and services impact on wider Council areas, with public health working collaboratively across the authority, contributing to improving the impacts and outcomes of the Council Plan priorities.
- The level of population need has increased in a number of areas and we have seen changes in the way residents prefer to use some services differently. Consequently, there is work underway to review public health spend across the county to ensure mandated services are provided but that spending plans support the delivery of the Council's countywide priorities whilst also meeting public health outcomes.

6. An increase of £1.2m (3.3%) has been provided for within the **Public Health Grant** allocation for 2023/24; for which spending plans are progressing to reflect the increased level of need in the population for mandated public health services. An indicative budget for 2024/25 has been announced which increases the grant by a further 1.3%. It is noted this is significantly below the level of inflation and spending plans will need to take this into account and other responsibilities for example, NHS contracts and national salary uplift requirements.
7. The current financial position indicates that there is approximately £1.9m of the grant that remains unallocated. This has largely been due to reduced access to services during the Covid-19 pandemic and staffing capacity. An amount will be required to meet the increased need and demand seen in certain public health mandated services. In accordance with ring-fenced grant requirements, any unspent funds will be carried forward into the next financial year, so it remains available to manage risk.
8. It should be noted there is currently a £5.9m Public Health Grant balance, as a result of underspending in previous years due to the impact of the Covid-19 pandemic, particularly in demand-led areas like NHS Health Checks and sexual health services, which saw lower than usual volumes during earlier phases of the pandemic.
9. During the Covid-19 pandemic the government allocated **Contain Outbreak Management Funding (COMF)** to help reduce the spread of the virus and to support local public health needs. The County Council carried forward £1.874m of funding into 2023/24. Eligible expenditure relating to agreed COMF projects, including public health action and intervention measures, will be allocated to this grant.

Savings Delivery Update

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

Capital Programme

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

Risk

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

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

Support Services and Economic Development Portfolio - Summary

Performance Summary

1. Performance highlights this quarter:

- The **Specialist Workforce Project Team** recruited 140 candidates in Q1 across the Adults and Children's Services teams. Work to increase the capacity and skills in the internal Recruitment Team is continuing and the activity will be transferred to the internal Recruitment Team in the coming months.
- The **Recruitment Team** continues to find new ways of appealing to potential applicants including for the successful recruitment of the Deputy Director of HR and Organisational Development. The innovative use of videos and social media is being encouraged in other recruitment campaigns.
- As part of its delivery of the Science and Innovation Framework, the Department for Science, Innovation and Technology (DSIT) has launched an £80m **research and development programme** for open and interoperable 5G network solutions to support the high-demand density needed in busy areas.
- Densair Limited is leading a **consortium with West Sussex County Council, technology partners and mobile network operators and submitted the ONE Beach** bid in May. If successful, 5G commercial and private networks will be deployed using council assets in Worthing town centre and beach front to support visitor engagement, public safety, outdoor digital payments and mobile connectivity. The County Council and Adur and Worthing Councils will provide street assets to support this infrastructure building on the success of the recent Digital Connectivity Infrastructure Accelerator project.

Regional Innovation Zone £40m Fund. DSIT's launch of its Wireless Infrastructure Strategy (WIS) is aimed at securing nationwide coverage of 'standalone' 5G by 2030 and preparing for 6G. Local authorities were invited to express interest in a £40m fund for the development and scaled-up adoption of 5G services in key local sectors and public services. The County Council submitted an expression of interest pitching 'Growing Natural Capital through Innovation' and using Sussex Bay to fuse together the on-land horticulture, viticulture and agriculture sectors with Sussex Bay kelp re-wilding plans and create the markets within 'growing' sectors for widespread adoption.

Our Council Performance Measures

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

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

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Support Services and Economic Development		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
20	Measure: Percentage of premises able to access gigabit-capable connectivity by 2025 (working towards government target of 85% by the end of 2025) Reporting Frequency: Annually (April)	63.0%	2020/21	2021/22	2022/23	↗	G
			G	G	G		
			21.2%	50.3%	60.3% (2022/23 Target: 55%)		
Performance Analysis: Jun-23: Continued working with suppliers in the county with commercial plans and Voucher schemes. The DSIT (Department for Science, Innovation and Technology) West Sussex Project Gigabit procurement was launched January with supplier bids submitted at the end of July. Actions: Continue to support intervention in sub super-fast communities.							
47	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" Reporting Frequency: Bi-Annually (November, May)	80.0%	May-21	Nov-21	May-22	↘	G
			G	G	G		
			82.4%	81.2%	81.0%		
Performance Analysis: Jun-23: In September 2022, staff were asked to take part in a Health and Wellbeing Survey about the physical and mental health of the workforce and how it relates to their work. There were 1,679 completed surveys (27% response rate). Three of the questions are highlighted: <ul style="list-style-type: none"> 63% said, 'That they were satisfied with their job', 76% said, 'I feel listened to at work', and 76% agree that 'The management shows that they have confidence in the people who work for them'. Due to this survey, it was agreed to not run a Pulse Survey in October 2022. Actions: A decision was taken to pause the corporate Pulse Survey to enable a review. A new Pulse Survey will be circulated this September allowing the organisation to identify strengths and areas that will require interventions, before moving to a larger annual survey to gather deeper insight into employee engagement, retention, wellbeing at work, the working environment and culture. There will be touchpoint surveys to measure the impact of interventions.							
48	Measure: Wellbeing, values and ways of working - Percentage positive response to the question: "I am treated with dignity and respect by my work colleagues" Reporting Frequency: Bi-Annually (November, May)	88.0%	May-21	Nov-21	May-22	↗	G
			G	G	G		
			90.6%	89.2%	91.0%		
Performance Analysis: Jun-23: See text at 47 above.							
51	Measure: Percentage of Customer Service Centre telephone calls that could have been resolved through digital channels Reporting Frequency: Quarterly	30.0%			Jun-23		G
			New Measure – No Data	New Measure – No Data	G		
					25.0%		
Performance Analysis: Jun-23: Currently achieving 25%, below the 2023/24 target of 30%. There are plans to open further digital channels which will provide customers choice in how they make contact. Actions: Social Media channel is moving into the Customer Service Centre where Customer Service Officers will support customers through this channel from 1st September 2023.							

Support Services and Economic Development		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
62	Measure: Percentage of positions which have been vacant from more than [100 days]. Reporting Frequency: Quarterly	TBC					
			New Measure – No Data	New Measure – No Data	New Measure – No Data		
Performance Analysis: Jun-23: Currently establishing a baseline having undertaken a data cleansing exercise, after which targets can be defined.							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure – HR Recruitment Project	£0.307m	Covid-19 Grant Funding	(£0.307m)	
Customer Experience – Additional costs associated with the Children’s statutory complaint process	£0.150m	Customer Experience – Projected underspend on Independent Visitor Scheme mileage and subsistence	(£0.050m)	
Support Services and Economic Development Portfolio - Total	£0.457m		(£0.357m)	£0.100m

Financial Narrative on the Portfolio’s Position

- As at the end of June, the forecast for the Support Services and Economic Development Portfolio is a projected overspend of £0.1m. The main variations are described below.
- The **Customer Experience Team** are projecting a £0.150m overspend following changes to how local authorities handle complaints under the children’s services statutory complaints process. This overspend is partly mitigated by a £0.050m projected underspend on reducing mileage and subsistence costs associated with the Independent Visitors Scheme using more on-line visits.
- As agreed in 2022/23, part of the remaining £0.307m of non-ringfenced Covid-19 grant will be fully utilised to fund the short-term additional capacity within the **HR Resourcing Team**.

Savings Delivery Update

- There are £1.038m of savings to be delivered within the portfolio. Details are shown in the table below:

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Saving Activity	Year	Saving to be Delivered in 2023/24 (£000)	June 2023		Narrative
Reduction in Postage and Stationery Budgets	2023/24	200	200	G	A saving in postage and stationery costs to reflect greater use of electronic channels of communication and new ways of working / engaging with residents.
Democratic Services Budgets	2023/24	140	140	G	This saving includes the removal of vacant posts and a reduction in the Members and meetings budget (e.g., for allowances, catering, travel). This assumes virtual working remains at current levels.
Staffing - Deletion of Vacant Posts	2023/24	120	120	B	Removal of vacant posts. Project resources now provided on a project-by-project basis.
Use of uncommitted Public Health Grant (PHG)	2023/24	38	38	B	The Help at Home contract was decommissioned in July 2021. The savings will be used to contribute towards other eligible public health spend within the Support Services and Economic Development portfolio.
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	210	210	G	Staffing budgets currently assume a vacancy factor of 5% but over the last few years, this has averaged 6% across the organisation. Therefore, the budget for 2023/24 has been reduced accordingly.
Licensing savings following re-procurement of ERP solution	Prior Years	400	400	A	Due to revised implementation date of the Oracle system, it is unlikely that this saving will be achieved as originally envisaged. Other opportunities to cover this saving in 2023/24 are being explored.
Reduction in legal costs required for child protection cases	Prior Years	200	200	A	The service undertook a restructure during 2022/23 to reduce external legal costs. However, continued difficulties in recruitment and retention and uncertainty in the number and complexity of childcare cases mean delivery of the saving is uncertain. In 2022/23, the non-delivery of the saving was funded through the Covid-19 grant, but this is not available for 2023/24.

Savings Key:

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

Capital Programme

Capital Summary

- The Support Services and Economic Development capital programme; as approved by County Council in February 2023, agreed a programme totalling £5.848m for 2023/24.

8. The portfolio's capital programme contains eleven schemes. Six of the schemes are in delivery, one project is practically complete and within a retention phase whilst snagging and cosmetic works are completed and four projects are funded from Business Pool Rates and report directly to the West Sussex Councils' Chief Executives' and Leaders' Board. The performance and financial details for each are reported below.

	Support Services and Economic Development Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: Arun Growth Programme - Bognor Regis Esplanade	A	G	G	£0.431m	£0.090m	£0.003m	£0.338m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Time constraint due to revision to project scope by partners.							
2	Project: Arun Growth Programme - Littlehampton Terminus Road	G	G	G	£1.253m	£0.445m	£0.102m	£0.706m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Project is on track.							
3	Project: Adur Growth Programme - Southwick Square (Public Realm Improvements)	G	G	G	£0.600m	£0.034m	(£0.034m)	£0.600m
	Latest Estimated Completion Date: 2024			Project Phase: In Delivery				
	Narrative: Project is on track.							
4	Project: Worthing Public Realm - Portland Road	G	G	G	£1.510m	£1.231m	£-	£0.279m
	Latest Estimated Completion Date: 2023			Project Phase: Practically Complete – In Retention				
	Narrative: Project is on track.							
5	Project: Worthing Public Realm - Railway Approach	G	G	G	£2.861m	£0.553m	£0.013m	£2.295m
	Latest Estimated Completion Date: 2025			Project Phase: In Delivery				
	Narrative: Project is on track.							
6	Project: Investment in Technology - Block	G	G	G	£0.012m	N/A	£-	£0.012m
	Latest Estimated Completion Date: 2024			Project Phase: In Delivery				
	Narrative: Majority of funds were accelerated into 2022/23.							

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	Support Services and Economic Development Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
7	Project: Capital Receipts Funding for eligible revenue projects	G	G	G	£12.275m	£4.248m	£-	£8.027m
	Latest Estimated Completion Date: 2024			Project Phase: In Delivery				
	Narrative: Funding for flexible use of capital receipts revenue projects.							
8	Project: Business Rates Pool - Converged Fibre	G	G	G	£4.320m	£4.084m	£0.004m	£4.017m
	Latest Estimated Completion Date: 2024/25			Project Phase: In Delivery – Business Rates Pool				
	Narrative: Project is on track. Funded from Business Pool Rates and report directly to West Sussex Councils' Chief Executives' and Leaders' Board.							
9	Project: Business Rates Pool - Gigabit Voucher Scheme	G	G	G	£5.700m	£1.683m	£-	£4.017m
	Latest Estimated Completion Date: 2025/26			Project Phase: In Delivery – Business Rates Pool				
	Narrative: Project is currently on track. Funded from Business Pool Rates and report directly to West Sussex Councils' Chief Executives' and Leaders' Board.							
10	Project: Business Rates Pool - District and Borough Council Gigabit Projects	A	G	G	£5.640m	£-	£-	£5.640m
	Latest Estimated Completion Date: 2025/26			Project Phase: In Delivery – Business Rates Pool				
	Narrative: Slight delay to original project timescales due to external delivery partner. Funded from Business Pool Rates and report directly to West Sussex Councils' Chief Executives' and Leaders' Board.							
11	Project: Business Rates Pool - Connected Places -WIFI	G	G	G	£0.500m	£0.033m	£-	£0.467m
	Latest Estimated Completion Date: 2024/25			Project Phase: In Delivery – Business Rates Pool				
	Narrative: Project is on track. Funded from Business Pool Rates and report directly to West Sussex Councils' Chief Executives' and Leaders' Board.							

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

Risk

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

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR11	As a result of skill shortages 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.	25	25
CR39a	Cyber threat is an evolving, persistent and increasingly complex risk to the ongoing operation of The 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.	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	WSCC 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

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

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Performance By Portfolio - Summary Table

Portfolio	RAG Status	Council Plan Priority			
		Keeping People Safe from Vulnerable Situations	A Sustainable and Prosperous Economy	Helping People and Communities to Fulfil Their Potential	Making the Best Use of Resources
Adults Services	R	1	0	3	0
	A	1	0	2	0
	G	1	0	0	0
	No RAG	0	0	1	0
Children and Young People, Learning and Skills	R	4	1	3	0
	A	0	0	0	0
	G	1	1	6	0
Community Support, Fire and Rescue	R	0	0	0	0
	A	1	0	1	0
	G	2	0	3	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	1	0	1
	G	0	0	0	2
Highways and Transport	R	0	1	0	0
	A	0	0	1	0
	G	0	1	0	0
	No RAG	0	2	0	0
Leader	R	0	0	0	0
	A	0	0	0	0
	G	0	2	0	0
Public Health and Wellbeing	R	0	0	0	0
	A	0	0	2	0
	G	1	0	1	0
	No RAG	3	0	2	0
Support Services and Economic Development	R	0	0	0	0
	A	0	0	0	0
	G	0	1	0	3
	No RAG	0	0	0	1
Summary Total	R	5	2	6	0
	A	2	2	6	1
	G	5	6	10	5
	No RAG	3	2	3	1
		15	12	25	7

Key:

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

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

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Revenue Budget Monitor to the end of June 2023

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
	£000	£000	£000	£000
Sources of Finance				
Precept	-567,120	-567,120	-141,780	0
Business Rates Retention Scheme	-97,084	-102,073	-25,198	0
Collection Fund Deficits	1,818	496	496	0
New Homes Bonus Grant	-1,200	-1,200	-300	0
Revenue Support Grant	0	-35	-10	0
Services Grant	-3,079	-3,205	-801	0
Social Care Support Grant	-42,138	-42,138	-11,611	0
Total Financing	-708,803	-715,275	-179,204	0
Analysis of Expenditure				
	Approved budget	Latest budget for year	Net spending to date	Projected outturn variation
	£000	£000	£000	£000
Portfolio Budgets				
Adults Services	242,653	241,283	68,657	2,000
Children and Young People, Learning and Skills	182,889	185,013	47,102	15,866
Community Support, Fire and Rescue	47,768	47,768	-8,802	285
Environment and Climate Change	73,867	73,774	14,444	1,385
Finance and Property	28,058	28,058	4,875	881
Highways and Transport	47,345	47,345	6,458	-2,200
Leader	3,016	3,016	842	-100
Public Health and Wellbeing	0	0	-11,217	0
Support Services and Economic Development	41,170	41,100	11,152	100
Sub-total	666,766	667,357	133,511	18,217
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	13,009	13,009	0	0
Capital Financing - Interest	17,440	17,440	4,673	0
Revenue Contribution to Capital - Business Rates Pilot	590	590	0	0
Revenue Contribution to Capital - Other	532	625	0	0
Investment Income	-6,962	-6,962	-4,219	-6,338
Corporate Contingency	13,008	13,008	0	0
Additional Investment into Highways, Roads, Skills and Economic Development	5,000	5,000	0	0
Transfers to/(from) Reserves - Business Rates Pilot	-590	-590	-590	0
Transfers to/(from) Other Earmarked Reserves	-15,990	-10,202	-10,202	0
Transfers to/(from) General Fund	16,000	16,000	16,000	0
Sub-total	42,037	47,918	5,662	-6,338
Total Net Expenditure	708,803	715,275	139,173	11,879
Total Forecast Variation - overspending				11,879
Memo: Contingency				£000
Original Budget				13,008
Available Contingency				13,008
Potential Commitments				

Agenda Item 5

Appendix 2

Balances and Reserves	Balance at 31st March 2023	Balance at 30th June 2023	Projected Balance at 31st March 2024	Projected Annual Movement	Detail on Projected Annual Movements (Including Year To Date) >£500k
	£000	£000	£000	£000	
Earmarked Reserves:					
Reserves to Fund Contractual Commitments					
Crawley Schools PFI	-267	-267	-180	87	
Recycling & Waste PFI	-10,428	-10,264	-10,264	164	
Street Lighting PFI	-23,019	-21,931	-22,472	547	£1.1m planned drawdown within the approved 2023/24 budget; £0.5m forecasted interest receipts
Waste Materials Resource Management Contract	-22,597	-20,997	-20,997	1,600	Planned transfer within the approved 2023/24 budget
	-56,311	-53,459	-53,913	2,398	
Reserves to Manage Risks and Uncertainties					
Adult Social Care Reform Risk	-19,963	0	0	19,963	Following the delays of social care reforms until 2025, this reserve has now been re-purposed to manage current pressures and risks
Budget Management	-40,380	-42,429	-42,429	-2,049	Planned transfers within the approved 2023/24 budget £1.4m and addition from the closure of now dormant reserves (£0.6m)
Business Rates & Collection Fund Smoothing Reserve	-11,657	-16,311	-16,311	-4,654	Planned drawdown within the approved 2023/24 budget (£1.8m) offset by additional business rates retention, collection fund income and financing grants (net £6.5m)
Insurance Reserve	-6,408	-6,408	-5,076	1,332	Projected draw down is based on latest forecast calculations
Interest Smoothing Account	-2,778	-2,778	-2,778	0	
Schools Sickness & Maternity Insurance Scheme	-1,403	-1,403	-1,403	0	
Social Care Sustainability Reserve	-5,028	-10,000	0	5,028	Planned transfer to support cost pressures within social care
	-87,617	-79,329	-67,997	19,620	
Service Specific Earmarked Reserves					
Ash Dieback	-1,200	-1,200	-800	400	
Business Rates Pilot Fund	-16,707	-16,117	-16,117	590	£0.6m applied to capital programme for Gigabit per approved 23/24 budget
Economic Growth	-1,792	-1,759	-1,359	433	
Highways Commuted Sums	-8,366	-8,859	-8,859	-493	
Highways On-Street Parking	-1,342	-1,342	-1,242	100	
Inflation Contingency	-4,787	-4,787	-4,787	0	
Infrastructure Works Feasibility	-2,041	-3,564	-1,564	477	
Lane Rental Scheme Reserve	-1,153	-1,153	-5,153	-4,000	Increase in fees collected from street works companies before applicable highway improvement schemes being identified
Miscellaneous Service Carry Forwards	-730	-730	-97	633	Transfer agreed carry forward balances to services in year to support pressures and initiatives
Service Transformation Fund	-11,825	-11,825	-5,418	6,407	Funding applied to major organisational changes or service re-designs to deliver future savings and service efficiencies
Statutory Duties	-2,114	-2,114	-1,548	566	Planned projects including Health and Safety Condition Surveys and Teachers Pensions works
Other Earmarked Reserves	-1,759	-1,398	-922	837	Planned transfers within the approved 2023/24 budget and in year planned projects
	-53,816	-54,848	-47,866	5,950	
Reserves for Government Grants					
Covid-19 Fund	-1,351	-1,351	0	1,351	Planned transfer to service budgets to fund support for vulnerable customers
Domestic Abuse Reserve	-2,775	-2,775	-2,868	-93	
Unapplied Revenue Grants	-2,492	-2,492	0	2,492	Planned transfer of grant funding to service budgets to support services relevant to the grants
	-6,618	-6,618	-2,868	3,750	
Earmarked Reserves (Excluding Schools)					
	-204,362	-194,254	-172,644	31,718	
School Balances	-24,171	-23,487	-24,171	0	
Total Earmarked Reserves	-228,533	-217,741	-196,815	31,718	
General Fund	-20,286	-36,286	-36,286	-16,000	Planned increase within the approved 2023/24 budget
Capital Grants Unapplied	-21,346	-21,346	0	21,346	Unringfenced grants applied to finance capital spend
Capital Receipts Reserve	-6,020	-6,020	0	6,020	Capital receipts to finance capital spend
Total Usable Reserves	-276,185	-281,393	-233,101	43,084	

Footnote: A number of transactions agreed as part of the 2023/24 Budget have been enacted in the first quarter of the year.

Revenue Portfolio Grant Listing - As At June 2023

Portfolio and Specific Government Grants	Published Budget Book 2023/24	In Year Revisions Q1 PRR 2023/24	Latest Grant Allocations For 2023/24	To Note: Grants Carried Forward From 2022/23
Adult Services				
Adult Social Care Market Sustainability and Improvement Fund	7,700	36	7,736	0
Market Sustainability and Improvement Fund - Workforce Fund	0	5,024	5,024	0
Local Reform and Community Voices	158	(1)	157	0
Social Care in Prison	49	0	49	0
Domestic Abuse	1,500	0	1,500	2,775
Public Health	300	0	300	0
Improved Better Care Fund	20,512	100	20,612	0
Social Care Grant	4,309	0	4,309	0
Adult Social Care Discharge Fund	2,900	(10)	2,890	0
War Pensions Scheme Disregard	135	(2)	133	0
	37,563	5,147	42,710	2,775
Children and Young People, Learning and Skills				
Child Asylum Seekers	4,150	(870)	3,280	0
Adoption Support Fund	300	0	300	0
Asylum - Leaving Care	2,630	290	2,920	0
Public Health - Healthy Child Programme	10,769	0	10,769	0
Public Health	1,796	0	1,796	0
Think Family	2,174	0	2,174	0
Staying Put	372	0	372	0
Youth Justice Good Practice	678	0	678	0
Reducing Personal Conflict Workforce Development	66	0	66	0
Family Safeguarding Implementation	0	250	250	0
Improved Better Care Fund	100	(100)	0	0
Teaching Partnership	70	0	70	0
Extending Personal Advisor Offer (Care Leavers)	144	0	144	0
Leaving Care Allowance Uplift Implementation Grant	0	179	179	0
Rough Sleeping Grant	0	25	25	0
Turnaround Grant	0	171	171	0
Implementation of Supported Accommodation Reforms	0	378	378	0
Dedicated Schools	775,817	1,227	777,044	0
Mainstream Schools Additional Grant	19,367	(8,745)	10,622	0
16-19 Sixth Form	10,829	0	10,829	0
Pupil Premium	14,313	706	15,019	0
Crawley PFI	4,532	0	4,532	0
Extended Rights to Free Travel	742	0	742	0
Higher Education Funding Council for England	82	0	82	0
PE and Sports	3,231	(37)	3,194	0
Universal Free School Meals	6,559	0	6,559	0
Skills Funding Agency	3,020	0	3,020	0
Moderation and Phonics Key Stage Two	27	0	27	0
Recovery Premium	820	0	820	0
School Led Tutoring	1,219	0	1,219	0
European Structural and Investment Fund Grant	141	0	141	0
Multiply - Adult Numeracy	1,287	0	1,287	0
Holiday Activities and Food Programme	1,746	0	1,746	0
Virtual School Head Role Extension - Looked After Children	214	0	214	80
Virtual School Head Role Extension - Social Worker	0	0	0	87
Early Years Training	0	0	0	23
Early Years Expert and Mentoring Programme	0	0	0	8
Virtual School Head - Post 16 Pupil Premium Plus	0	130	130	0
National Professional Qualification	0	29	29	0
Teachers Pay Allocation Grant	0	5,804	5,804	0
	867,195	(563)	866,632	198
Community Support, Fire and Rescue				
Public Health	355	0	355	0
Syrian Vulnerable Persons Resettlement Scheme	439	0	439	0
Afghan Relocation and Assistance (Individual Based Tariff)	132	0	132	0
Afghan Resettlement Grant	215	0	215	0
Ukraine Response	266	0	266	0
Household Support Fund	0	9,740	9,740	0
Fire Revenue	2,140	0	2,140	0
Public Health	477	0	477	0
Marauding Terrorist	0	0	0	29
Protection Uplift	0	0	0	151
South East Region Fire and Rescue Service Control Room	0	0	0	97
	4,024	9,740	13,764	277

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Appendix 3

Portfolio and Specific Government Grants	Published Budget Book 2023/24	In Year Revisions Q1 PRR 2023/24	Latest Grant Allocations For 2023/24	To Note: Grants Carried Forward From 2022/23
Environment and Climate Change				
Waste PFI	2,124	0	2,124	0
Local Nature Recovery Strategy	0	0	0	32
Biodiversity Net Gain	0	0	0	28
Low Carbon Skills Fund (Phase 4)	0	98	98	0
	2,124	98	2,222	60
Finance and Property				
Inshore Fisheries and Conservation Support	148	0	148	0
Inshore Fisheries and Conservation Projects	0	0	0	160
	148	0	148	0
Highways and Transport				
Street Lighting PFI	6,069	0	6,069	0
Bus Service Operations	436	0	436	0
Bus Service Improvement Plan (BSIP)	2,560	0	2,560	959
Public Health	50	0	50	0
Active Travel Capacity Grant	0	0	0	238
Local Electric Vehicle Infrastructure (LEVI) Capability Fund	0	0	0	113
Supported Bus Services	0	0	0	370
Local Transport Authority Bus Capacity	0	0	0	117
	9,115	0	9,115	1,797
Public Health and Wellbeing				
Public Health	21,161	1,183	22,344	0
Rough Sleeping Drug and Alcohol Treatment	640	0	640	0
Local Reform and Community Voices	316	0	316	0
	22,117	1,183	23,300	0
Support Services and Economic Development				
Public Health	1,336	0	1,336	0
	1,336	0	1,336	0
Revenue Portfolio Grant Total	943,622	15,605	959,227	5,267

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

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
	2023/24 In-Flight Capital Programme (February County Council)	2023/24 Pipeline Capital Programme (February County Council)	2023/24 Total Capital Programme (February County Council)	Slippage/ (Acceleration) from 2022/23	Total 2023/24 Revised Capital Programme	Actuals to Date	In-Flight Forecast for Remaining Period	Pipeline Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adults Services	0	0	0	0	0	0	0	0	0	0
Children and Young People, Learning and Skills	37,292	2,160	39,452	2,810	42,262	4,358	36,635	1,269	42,262	0
Community Support, Fire and Rescue	8,741	348	9,089	(4,864)	4,225	855	3,022	348	4,225	0
Environment and Climate Change	11,582	600	12,182	291	12,473	903	10,937	600	12,440	(33)
Finance and Property	6,627	800	7,427	0	7,427	238	6,389	800	7,427	0
Highways and Transport	46,702	1,500	48,202	(163)	48,039	6,598	41,847	500	48,945	906
Leader	2,683	0	2,683	372	3,055	785	2,270	0	3,055	0
Support Services and Economic Development	5,132	716	5,848	(1,289)	4,559	88	4,431	40	4,559	0
Total Capital Programme	118,759	6,124	124,883	(2,843)	122,040	13,825	105,531	3,557	122,913	873

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Corporate Risk Register Summary - June 2023

CR11

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

Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Human Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action	Target Date
Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas, and consider activates to address outcomes.	Ongoing
Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.	Ongoing
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	Unchanged

Risk Description

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

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

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

CR22

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

Risk Description

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

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

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

CR73a

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

Risk Description

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

Date Risk Raised
01/01/2022

Risk Owner
Director for Place Services

Risk Strategy
Treat

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

CR73b

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

Risk Description

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

Date Risk Raised
01/01/2022

Risk Owner
Director for Place Services

Risk Strategy
Treat

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

CR76

Current Score
12

Target Score
4

Initial Score
12

Risk Change
New Risk

Risk Description

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

Date Risk Raised
01/06/2023

Risk Owner
Director of Place Services

Risk Strategy
Treat


Risk Control/Action	Target Date
Direct instruction and ongoing regular engagement with all schools (including academies) regarding entering into off-setting negotiations independently of WSCC.	01/08/2023
Produce centralised offsetting register that captures potential offsetting opportunities across WSCC estate.	01/09/2023
Regular engagement with Local Planning Authorities.	Ongoing
Resource a robust set of centralised controls and initiatives to ensure identified offsetting opportunities are supported and secured in legal agreements.	01/08/2023
Resources made available to support offsetting activities.	Ongoing

CR61

Current Score
10

Target Score
10

Initial Score
25

Risk Change
Unchanged


Risk Description

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

Date Risk Raised
01/06/2019

Risk Owner
Director of Children, Young People and Learning

Risk Strategy
Tolerate

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

CR69

Current Score
10

Target Score
5

Initial Score
25

Risk Change
Unchanged
➡

Risk 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

CR39b

Current Score
9

Target Score
9

Initial Score
20

Risk Change
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

Workforce Information – Q1 2023/24

Leadership & Management		Indicator 2023/24*	Q1 2023/24	Q4 2022/23
Leadership Stability	Percentage of Senior Management positions filled by permanent WSCC employees (Excluding Vacancies)	On-going	G	G
		95%	100%	100%
	Rolling 12-month turnover percentage for permanent positions at HAY Grade (or equivalent) and above	On-going	G	G
		11%	9%	10%
Resourcing & Talent		Indicator* 2023/24	Q1 2023/24	Q4 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	6,283	6,158
	Employed Headcount <i>(at the end of the reporting period)</i>	Not Applicable	6,137	6,031
	Employed FTE <i>(at the end of the reporting period)</i>	Not Applicable	5,498	5,414
	Number of new Apprentice starters since the start of the financial year (excluding Schools)	End of Year	A	R
113		8	85	
Agency (Matrix)	Total contract spend with Matrix	Not Applicable	£5,642,098	£5,989,848
	Agency (Matrix) % of Employed workforce	Not Applicable	9%	9%
Staff Turnover	Rolling 12-month turnover rate	On-going	G	G
		Between 9% & 13%	10.8%	11.6%
Performance & Development		Indicator* 2023/24	Q1 2023/24	Q4 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"	On-going	G	G
		80% (78%)	79% (May 2022 Survey)	79% (May 2022 Survey)
Learning & development	Percentage positive response to the question: "I have good opportunities to develop my skills and knowledge in line with my role and my aspirations"	On-going	G	G
		73% (70%)	71% (May 2022 Survey)	71% (May 2022 Survey)
	Staff induction completion rates	On-going	A	G
		91% (90%)	79%	92%

Wellbeing, Values & Ways of Working		Indicator* 2023/24	Q1 2023/24	Q4 2022/23
Behaviours & Values	Percentage positive response to the Pulse Survey question: "I am treated with dignity and respect by my work colleagues"	On-going	G	G
		88% (87%)	91% (May 2022 Survey)	91% (May 2022 Survey)
Ways of Working	Percentage positive response to the Pulse Survey question: "I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to continuously improve"	On-going	G	G
		80% (78%)	81% (May 2022 Survey)	81% (May 2022 Survey)
	Percentage positive response to the Pulse Survey question: "My ideas and opinions are valued and are used to help shape the way we work and our future planning"	On-going	G	G
Level of sickness absence <i>(May retrospectively change due to late reporting of sickness)</i>	Rolling 12-month average number of calendar days lost due to sickness absence per FTE	On-going	A	A
		15 Calendar Days p.a.	15.9	15.9
	Number of calendar days lost due to short term sickness absence (less than 21 calendar days)	Not Applicable	5,164	7,262
	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	14,574	12,980
	Top reason for long term absence (21 or more calendar days)	Not Applicable	Anxiety, Stress, Depression, Mental Health	Anxiety, Stress, Depression, Mental Health
Diversity & Inclusion		Indicator* 2023/24	Q1 2023/24	Q4 2022/23
Employee Disclosure Rate	Disclosure rate for self-declaration of an employee's: disability; sexual orientation; race/ethnicity; religion	End of Year	G	G
		60% (40%)	52.7%	50.5%

RAG Rating Key:

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

* Indicators have been updated to reflect the new financial year. Where an indicator has changed, the previous indicator (for 2022/23) is shown in brackets. Indicators are now shown to either be for 'on-going' assessment or an 'end of year' ambition.

Workforce Summary Narrative

1. Of the 12 KPIs with a RAG status indicator, nine are reported as Green and three are Amber. This compares to last quarter where nine were reported as Green, one Amber; one Red; and one KPI measure was unavailable. These RAG status allocations are based on the new indicators for this financial year.
2. The two KPIs that have changed RAG status this quarter are:
 - i. Red to Amber. The '**Number of new Apprentice starters since the start of the financial year (excluding Schools)**' KPI was rated as Red last quarter because the end of year total of 85 new apprentices was below the indicator level of 113. The apprenticeship programme is driven by the academic cycle and Q1 normally has a low-level number of new apprentice starters. This has been the case this year where there have been eight new apprentice starters this quarter. Although this fits the normal pattern, the KPI is rated Amber as usually around 14 new starters would be expected at this stage of the year. The start of the academic year in September, coupled with a return to capacity for the Apprenticeship Team, should see a significant increase in the number of new apprentice starters moving forward.
 - ii. Unavailable/No RAG to Amber. The '**Staff induction completion rates**' KPI figure was unavailable last quarter due to the unexpected change to a new learning and development IT system. The previous system became increasingly unstable in the lead up to the transition to the new software. This instability caused difficulties in the migration of legacy data. Work has been undertaken to cleanse and update the data and it is now possible to report a staff induction completion rate for Q1 of 79%, which is below the indicator level of 91%. There is a risk that the Q1 figure is not accurate as not all modules were tracked correctly before the transition and therefore the completion data may not have been fully migrated. It is likely that the actual figure is higher than 79%. This situation will be resolved for Q2 reporting as all new inductions will have started after the new system was implemented.
3. The one KPI that has remained Amber is '**Rolling 12-month average number of calendar days lost due to sickness absence per FTE**'. The Q1 figure is 15.9 calendar days per FTE which is the same as last quarter. Further details on sickness absence, including a breakdown of sickness by Directorate, are provided later in this narrative.
4. The '**Employee declaration rate for diversity data**' has remained Green. Last quarter the KPI figure was 50.5% which was 10 percentage points higher than the indicator of 40%. The indicator has increased this financial year to 60% to match the council's ambition to improve the declaration rate. Although the KPI is 52.7% this quarter and just over seven percentage points below the new end of year indicator level, the KPI is rated as Green due to the progress and upward trajectory over several previous quarters and improvement is expected to continue throughout the year.
5. This KPI combines four Protected Characteristics: Disability; Ethnicity; Sexual Orientation; and Religion/Belief. The KPI shows the percentage of the workforce who have provided their data across all four of these Protected Characteristics. A low declaration rate in one of these characteristics pulls down the combined declaration percentage. The declaration rate for the four individual Protected

Characteristics is: 75% for Ethnic Origin; 63% for Disability; 62% for Sexual Orientation; and 54% for Religion/Belief (last quarter 74%, 62%, 60% and 52% respectively).

6. The communications campaign to promote and encourage employees to complete or update their diversity data is continuing; both globally for all staff and targeted for teams and individuals. Solutions continue to be explored to enable staff that do not have access to County Council IT to provide their diversity data.
7. **Employee Headcount** has increased from 6,031 in Q4 to 6,137, a rise of 125. This is the result of successful recruitment to vacant positions. Over the last six months, the number of vacant positions has decreased, with the starters headcount consistently higher than leavers for each month. A breakdown of Employed Headcount figures for Directorates, plus the main Services in the two biggest directorates (Adults and Health and Children, Young People and Learning) is provided in **Table 1**:

Table 1 – Employee Headcount by Directorate

Organisation Level - Directorate	Employee Headcount	
	Q1 2023/24	Q4 2022/23
West Sussex County Council	6,137	6,033
Adult Services & Health	1,189	1,170
↳ Adult Services	1,138	1,120
Children, Young People & Learning	1,947	1,919
↳ Children & Family Services	1,376	1,368
Chief Executive's Office	26	25
Finance & Support Services	502	507
Fire & Rescue Service	639	644
HR & Organisational Development	175	165
Law & Assurance	154	154
Place Services	1,510	1,454

8. The '**Rolling 12-month turnover rate**' is 10.8% compared to 11.6% last quarter. The indicator range of 9%-13% remains the same as last financial year, therefore, the Q1 turnover is within range and it is rated as Green.
9. Data for the five **Pulse Survey** KPIs remains the same as last quarter. A Pulse Survey is planned to be held in September, so the results are likely to be available for reporting in Q3. The opportunity to review the survey questions and frequency/ timing is being taken. Any changes affecting the current KPIs sourced from the Pulse Survey will be included in future reports.
10. Total **sickness absence** has decreased from 20,242 calendar days in Q4 to 19,738, a reduction of 504 calendar days; however, the reduction has not been in both short and long-term. Short-term sickness absence (less than 21 days absence) has reduced from 7,262 to 5,164 calendar days (-2,098) whereas long-term sickness has increased from 12,980 to 14,574 calendar days (+1,594). In comparison with the same quarter in 2022, the number of absence due to sickness is higher by 1,918 calendar days this year (17,820 in Q1 2022; 19,738 this quarter).

11. The top reason for short-term sickness absence was 'Respiratory, Cough, Cold, Flu' (916 days) which is the same as last quarter. For long-term sickness absence the top reason for sickness was 'Anxiety, Stress, Depression, Mental Health' (4,671 days) which is also the same as the previous quarter.
12. **Table 2** provides a breakdown of sickness absence for Directorates, plus the main Services in our two biggest Directorates. The KPI reported in Table 2 is the '**Rolling 12-month average number of calendar days lost due to sickness absence per FTE**'. This KPI has been selected because it provides an average per FTE which enables a direct comparison between organisational units which have considerably different headcounts/FTEs.

Table 2 - Rolling 12-month average number of calendar days lost due to sickness absence per FTE by Directorate

Organisation Level - Directorate	Rolling 12-month average number of calendar days lost due to sickness absence per FTE	
	Q1 2023/24	Q4 2022/23
West Sussex County Council	15.9	15.9
Adult Services & Health	22.2	22.3
↳ Adult Services	22.2	22.1
Children, Young People & Learning	15.3	15.6
↳ Children & Family Services	18.2	18.5
Chief Executive's Office	5.5	3.5
Finance & Support Services	11.1	12.0
Fire & Rescue Service	13.1	11.8
HR & Organisational Development	5.8	6.1
Law & Assurance	7.3	9.1
Place Services	17.3	16.9

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

Table 3 – Q1 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	22.2	Anxiety, Stress, Depression, Mental Health	7.0	Musculoskeletal, Fractures, Injury, Surgery	5.24
Adults Commissioning**	32.7	Anxiety, Stress, Depression, Mental Health	11.6	Musculoskeletal, Fractures, Injury, Surgery	10.3
Adults Safeguarding	16.5	Anxiety, Stress, Depression, Mental Health	5.7	Musculoskeletal, Fractures, Injury, Surgery	4.2

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*
Area Operations	18.7	Anxiety, Stress, Depression, Mental Health	5.6	Musculoskeletal, Fractures, Injury, Surgery	3.5
Children & Family Services	18.2	Anxiety, Stress, Depression, Mental Health	6.7	Musculoskeletal, Fractures, Injury, Surgery	3.2
Children Social Care	14.6	Anxiety, Stress, Depression, Mental Health	5.9	Musculoskeletal, Fractures, Injury, Surgery	2.6
Children Social Care - Placements	24.7	Anxiety, Stress, Depression, Mental Health	8.3	Musculoskeletal, Fractures, Injury, Surgery	4.4

Footnotes:

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

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

14. The Performance and Finance Scrutiny Committee requested further information on the **cost of sickness absence**. As outlined in the Q4 2022/23 report, identifying the actual cost of sickness absence is complex as not all absence has a monetary cost but rather one of potential lower productivity through reduced capacity. Where there may be some financial impact to the absence, due to agency usage or overtime payments for example, it is often difficult to directly link this to a single member of absent staff and therefore challenging to identify the additional cost being incurred. This would require new data recording processes to be designed and implemented.
15. The County Council does not currently have centralised records of working patterns for individual employees, so sickness absence is reported as 'calendar days.' For example, if an employee is absent on Friday to Monday returning to work on Tuesday, this period of sickness absence will be reported as four calendar days, even though the employee may be contracted to only work weekdays (so would be two working days absence if this was known). This situation will artificially inflate the actual level of sickness absence when compared with other authorities who have centralised working patterns. This situation will be resolved when the Oracle Fusion system is implemented. The council continues to work towards its overall aim of managing sickness absence through supporting employees to return to work as soon as they can.
16. The Director of HR and Organisational Development presented the **Recruitment and Retention Report** to the Performance and Finance Scrutiny Committee in January 2023. This quarter, progress has been achieved in the following areas contained in the report:
 - a. International recruitment of social workers: Children, Young People and Learning has welcomed 32 social workers as part of our overseas recruitment project and are working to bring in the remaining cohort as soon as their Social Work England registrations are finalised. In addition, four Occupational Therapists are in post and a further three are due to join us in the coming

weeks. 20 international Social Workers are currently being on-boarded and are due to join our Adults Teams in the coming months.

- b. Increasing capacity and skills in the Recruitment Team: The specialist project team recruited 140 candidates in Q1 across Adults and Children's Services. Work to increase the capacity and skills in the Recruitment Team is continuing and additional permanent capacity has been agreed, with recruitment for these roles currently underway. This will enable the transition of the activity currently being handled by the specialist team to be transferred to the in-house Recruitment Team in the coming months.
- c. Engaging with candidates in a different way: The Recruitment Team continue to attend events and try new ways of attracting candidates. This quarter saw the successful recruitment of the Deputy Director of HR and Organisational Development, using a combination of videos, direct targeting of candidates and social media. The innovative use of videos to attract candidates was commended by many of those applying for the role and is being further encouraged in other recruitment campaigns.

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Performance and Finance Scrutiny Committee

7 September 2023

Update on Council Plan and Medium Term Financial Strategy

Report by Director of Law and Assurance

Summary

The attached report by the Director of Finance and Support Services outlines the Council's integrated planning and budget setting for 2024/25. It provides the estimated financial position of the County Council in the context of the priorities in the Council Plan agreed in February 2023.

The report sets out the priorities for the Council including meeting service responsibilities, joint working, collaboration and economic development. It reviews and updates the Medium Term Financial Strategy (MTFS) for the next five years and sets out the principles that should be adhered to for setting a sustainable balanced budget and ensuring the council is providing value for money.

The report includes information on the key risks and pressures for the period, the budget gap, capital strategy and school budgets. The main pressures and challenges facing services are also considered.

The budget gap before consideration of further savings or Council Tax increases is identified as £171m over the next five years, as shown in table 1 of the attached report. The budget gap for 2024/25 is £45m before any Council Tax increases.

The report attached was agreed by Cabinet in July. The Chairman of the Committee has requested additional information to enable consideration of arrangements in place to provide assurance for financial resilience and sustainability of the County Council linked to risk number 22 on the corporate risk register. This has been requested due to the recent press coverage of some local authorities experiencing significant financial issues. This information is included in Appendix A.

The report sets the foundations for the 2024/25 budget setting process for which formal reporting will start in Autumn 2023 before the final budget for next year is considered by the County Council in February 2024.

Focus for scrutiny

The Committee is asked to scrutinise the report on the Council Plan and Medium Term Financial Strategy. Key lines of enquiry for scrutiny include:

- That work to update the Council Plan and Medium Term Financial Strategy (MTFS) takes into account the right internal and external factors and that the impact on the Council's financial position over the next five years is fully described and understood.
- That the financial position takes proper account of pressures within the current year and considers whether these are short or long term

- That the report takes account of the best available data and evidence on future demand and income pressures for medium term planning
- That inflationary pressures are understood and adequately reflected across the five years based on latest forecasts by the Office for Budget Responsibility
- That the approach to balancing the budget through reduced costs and increased income sets good foundations for being able to set a balanced budget for 2024/25 and future years
- That the objectives of the Council Plan can be achieved within the available financial envelope
- That there is sufficient information in terms of risks and how these will be managed and mitigated, including through the provision of a contingency and uncommitted reserves
- That there is an appropriate level of assurance provided in the approach taken by officers and Cabinet in mitigating risk number 22 on the corporate risk register on financial stability.

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

1. Details

- 1.1 The attached report, agreed by Cabinet on 25 July, gives an up-date on the Council Plan and the financial position of the Council over the next five years.
- 1.2 The report aims to help with the foundations for setting the budget for next year as well as giving a longer-term outlook of the Council's financial position.
- 1.3 It is a challenging time for all local authorities and, over the last 12 months, some have published concerns about their financial stability and resilience. In considering its financial position and financial sustainability, the County Council will need to ensure it takes into account all of the information required to ensure sound and considered decision-making and has available the policies, tools, resources and advice to provide assurance that this is the case and that it takes a prudent and informed approach to mitigating identified risks. Appendix A is provided to explain how this works within the Council.
- 1.4 As this is a report dealing with internal financial 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

Appendix A – Financial Resilience and sustainability of the County Council

Appendix B – report to Cabinet 25 July 2023 Up-date on Council Plan and Medium Term Financial Strategy

Background papers none

Performance and Finance Scrutiny Committee

7 September 2023

Council Plan and Medium-Term Financial Strategy

Additional Note from Director of Finance and Support Services

Summary

This note is prepared to be read alongside the update on the Council Plan and the Medium-Term Financial Strategy being considered by the Committee.

The report gives a review and update on the medium-term financial position for the next five years. It includes information on forecast service demand pressures, underlying financial risks, the budget shortfall over the five years and an early indication of the themes emerging for the opportunities to close the gap.

To assist the Committee's consideration of the report and, in particular, to assist the task of seeking assurance about the financial resilience and sustainability of the County Council linked to risk number 22 on the corporate risk register, this additional note has been prepared to outline the principles and tools used by the County Council for prudent financial planning.

This note may also be used by the Committee as part of its scrutiny of the draft 2024/25 budget, of which reports will be presented in November 2023 and January 2024 and can also be used for scrutiny of medium-term financial planning.

1. Background

- 1.1 It is a challenging time for all local authorities across the country in terms of financial sustainability and balancing the budget at a time of increased demand and cost of services. Within the County Council's Corporate Risk Register is CR22 - **financial sustainability of council services**. This is considered a corporate risk due to its cross-cutting nature impacting on many services, uncertain funding from central government, the volatile current economic conditions (mainly inflation and interest rates) and the impact on service delivery, and/or failure to make the required decisions to ensure the budget is balanced.
- 1.2 The Financial Management Code was published in October 2019 by the Chartered Institute of Public Finance and Accountancy (CIPFA) for full implementation from 2021/22. It identifies risks to financial sustainability and introduces a framework of assurance. The code provides guidance for good and sustainable financial management in local authorities and its application provides assurance that authorities are managing resources effectively. To be compliant, the County Council needs to demonstrate there are processes in place to satisfy the 17 principles of good financial management. Complying

with the standards is the collective responsibility of all elected Members, the Section 151 Officer and the Executive Leadership Team.

- 1.3 The County Council is compliant with the 17 principles of the Code but there is always scope for continuous improvement to further strengthen processes in place for good financial management. Each year an action plan is developed and full details are published as part of the annual Governance Statement [Annual Governance Statement 2021/22 \(moderngov.co.uk\)](https://www.moderngov.co.uk), [Financial Management Code Action Plan \(moderngov.co.uk\)](https://www.moderngov.co.uk) which is considered by Cabinet and by the Regulation Audit and Accounts Committee.

Principles and Tools

- 1.4 In considering its financial position and financial sustainability, the County Council will take into account everything it does know, but in times of much uncertainty and with many inherent risks (see [Annex 5](#) of the report to Cabinet on 25 July 2023), it must also take a prudent view on how it may mitigate such risks. This approach enables the Section 151 Officer to fulfil their statutory responsibilities under Section 25 of the Local Government Act 2003 which requires the Chief Financial Officer to report to their authority about the robustness of estimates and the adequacy of reserves when Members are asked to determine the Council's budget and level of Council Tax.
- 1.5 Throughout the year, financial performance is monitored and reported. This includes:
- Quarterly performance and resources report to scrutiny committees and Cabinet – setting out the latest in year position for service performance, finance, workforce and risks.
 - Quarterly treasury management compliance reports reviewed by the Treasury Management Panel and Regulation, Audit and Accounts Committee.
- 1.6 Assurance may be provided in a number of ways throughout the year, setting the annual budget and updating the medium-term financial position, including:
- That setting a balanced budget is done within the context of the Council Plan to ensure that limited financial resources are targeted towards the Council's priorities.
 - An on-going review of the current in-year financial position, with a focus on specific areas of overspends to work on and put in place mitigations and actions plans. Any ongoing pressures that cannot be mitigated must be considered as part of future budget setting.
 - That known demand and income pressures are included as increased budget provision and based on latest data and evidence.
 - That the impact of expected inflation and interest rates are considered on the Council's cost of services, borrowing costs and investment income.
 - That, as far as possible, all risks and uncertainties are identified, that scenario planning is undertaken and that a prudent level of corporate contingency and general fund balance are set aside.

- That reserves are subject to detailed annual review and include at least a five-year forecast after any known commitments are taken into account and remain at a prudent level to manage risks, uncertainties and unknowns.
 - That any use of 'risk and uncertainty' reserves is replenished over a time period to ensure levels remain prudent.
 - That all of the above are taken into account to ensure that a balanced budget is set that is realistic and achievable.
 - That value for money is achieved across all services – that monies spent is delivering good outcomes in the most efficient way. This will include looking at how we compare to statistical neighbours.
 - That any budget reductions or increased income opportunities are fully developed and there is assurance over deliverability before the budget is set. This includes fully understanding the impact of any changes in services, that an equality impact assessment has been completed, that a delivery plan is in place and any risks to delivery are considered.
 - That the Council takes a longer-term view to setting balanced budgets. This ensures that short term changes do not have a detrimental impact on the ability to delivery long term service changes. This balance of planning for the short and long term is challenging but essential.
 - That there is shared knowledge and intelligence from across the sector for consideration of any likely impact on the Council's own financial position. This includes considering the factors that have resulted in financial instability for other authorities in recent periods and
 - Being an influential voice across the sector and with Government to lobby for and seek to protect the financial stability of the sector in future spending reviews and any changes to legislation.
- 1.7 The list above is not exhaustive but does identify most of the key principles and tools officers will consider and report to Members for assurance on the financial sustainability of the County Council and aligned to the CIPFA Financial Management Code.
- 1.8 Applying these principles is an iterative process and should be considered in light of continuous improvement, for example looking for new data and insight to inform forecasting of service demand pressures or more sophisticated modelling for scenario planning potential impact of risks.
- 1.9 The Committee is invited to discuss the main report agreed by Cabinet on 25 July as informed by this note.

Taryn Eves
Director of Finance and Support Services

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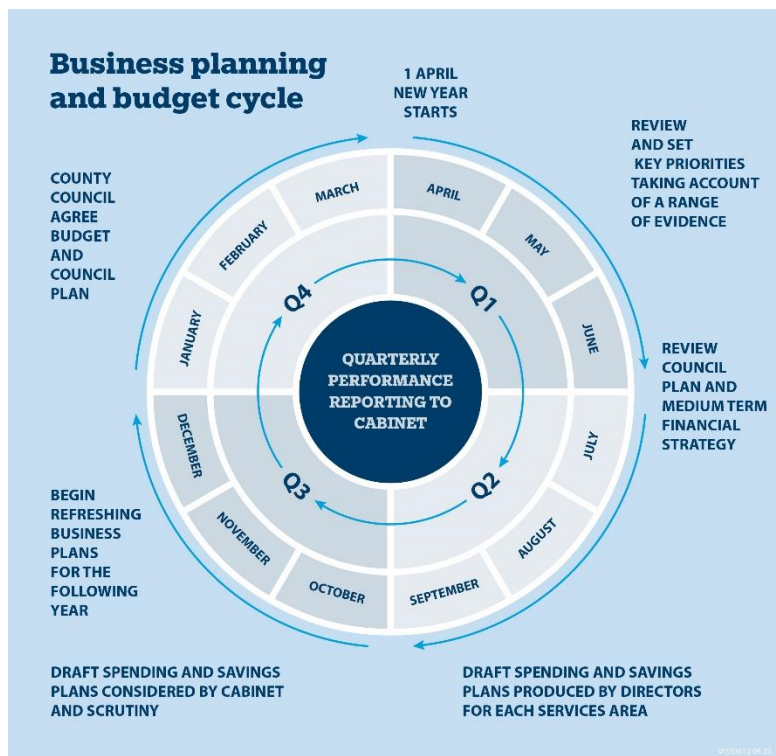
Appendix B: Update on Council Plan and Medium Term Financial Strategy

1. **Introduction**

- 1.1 The County Council will be invited to approve a new Council Plan and Medium Term Financial Strategy (MTFS) as part of budget setting in February 2024.
- 1.2 This strategy is the start of the process and supports planning over the next five years. It provides the framework for the Council's priorities to drive financial strategy and the allocation of resources. It identifies the budget gap following a review of spending, income pressures and underlying risks.

2. **Integrated council planning and budget setting**

- 2.1 The approach brings together business planning, financial planning and risk management. It informs decision making to ensure focus on priority outcomes, making the best use of resources, tracking delivery and value for money. It enables considered choices in a changing environment and against resource and demand challenges and other uncertainties. This operates within the annual cycle shown below:



- 2.2 The process starts with a stocktake on the Council Plan and a refresh of the MTFS in the context of the anticipated operating environment. A review of the council's strategic ambitions and priorities is undertaken to identify areas for improvement and change to enable plans for how the County Council balances its books next year and for the medium term.

2.3 The impact of internal and external factors is key to the planning and budget process and are set out in full in Annex 1 and 2:

- **Annex 1** - economic environment, government policy and demographic changes
- **Annex 2** - local priorities, our improvement and change programmes.

3. Our Council Plan – refresh proposals

3.1 [Our Council Plan 2021–2025](#) sets out four priorities, with an underlying theme of environmental protection and addressing the impact of climate change. The current priorities and outcomes are:

Council Plan Priority	Outcome
Keeping people safe from vulnerable situations	A timely and proportionate approach to prevention
	Support to people when they need it
A sustainable and prosperous economy	Developing and growing the local economy
	Achieving social value in West Sussex
	Sustainable growth by developing modern infrastructure
	Supporting people to develop the skills they need for the future
	A sustainable economy that adapts to climate change
	Working in partnership
Helping people and communities to fulfil their potential	Access to excellent education and learning
	Tackling inequality
	Promoting and enabling independence
	Safe, connected and cohesive communities
Making the best use of resources	Working together as one Council
	Getting the best from our people
	Maximising our income and the productivity of our assets
	Value for money
	Securing value through partnership
Protecting the Environment - addressing Climate Change	

3.2 For 2023/24, the narrative in the plan and some key performance indicators (KPIs) and targets were updated as part of the February County Council budget papers ([Appendix 8 - 2023/24 Council Plan](#)). The KPIs and targets will remain under review through quarterly monitoring to ensure they remain relevant and effective as measures of impact.

3.3 In 2022/23 progress included adult social care assessments, the quality of education in schools, fire response times, digital library services, Community Hub support, carbon emission reductions, recycling, reducing

the operational estate, new cycle paths, supporting businesses, increasing gigabit-capable connectivity and uptake of flu vaccines.

- 3.4 Progress in improvement programmes and performance targets and developments in the operating environment make the time ripe to review the Plan. The first three years were used to deliver and embed service improvements and secure better value for expenditure. This increases our credibility and confidence and gives an impetus to review our aspirations.
- 3.5 Meeting service responsibilities, responsive to need in the face of changing demands and requirements whilst making best use of resources, remains the top priority. Stronger delivery and support systems enable the County Council to broaden its ambitions while retaining a focus on improving outcomes for residents, communities and places. Consideration will be given to whether the Plan's current priorities reflect the breadth of the commitment to protecting and enhancing the natural environment, or whether this should be strengthened within the Plan.
- 3.6 Joint working and collaboration will be critical, including more co-production with users and stakeholders in children's and adults' services and engagement with the Voluntary and Community Sector (VCS). A priority for 2024/25 will be working with NHS partners through the new Integrated Care System (ICS).
- 3.7 The Levelling Up White Paper suggests County Deals for most counties by 2030, but with government focus and funding away from the south east. For West Sussex it may be three to four years before a deal but we need to plan for this to support improved outcomes and grasp opportunities, increasing the chances of a valuable deal when the time comes.
- 3.8 Close working with the district and borough councils and their new administrations will continue for the benefit of our communities as well as with other partners in business, skills, tourism and other regeneration and growth spheres. There are a range of collaborative arrangements to build on, including Growth Deals and the Business Rates Pool.
- 3.9 The West Sussex Economic Collaboration work, jointly commissioned by the County and the districts and boroughs, sets out how collaboration on economic development, regeneration and growth can be effective. The County Council will work with partners in the development of the approach to economic growth.
- 3.10 The importance of this work has increased following the Government's announcement on the future of Local Enterprise Partnerships (LEPs) in March 2023. The Government intends for the functions of LEPs to be delivered by local government in the future.
- 3.11 The County Council will continue to strengthen other partnerships, such as with the VCS, to respond in a more co-ordinated way to wider social pressures including the social impacts of the pandemic, cost of living pressures and other social issues.

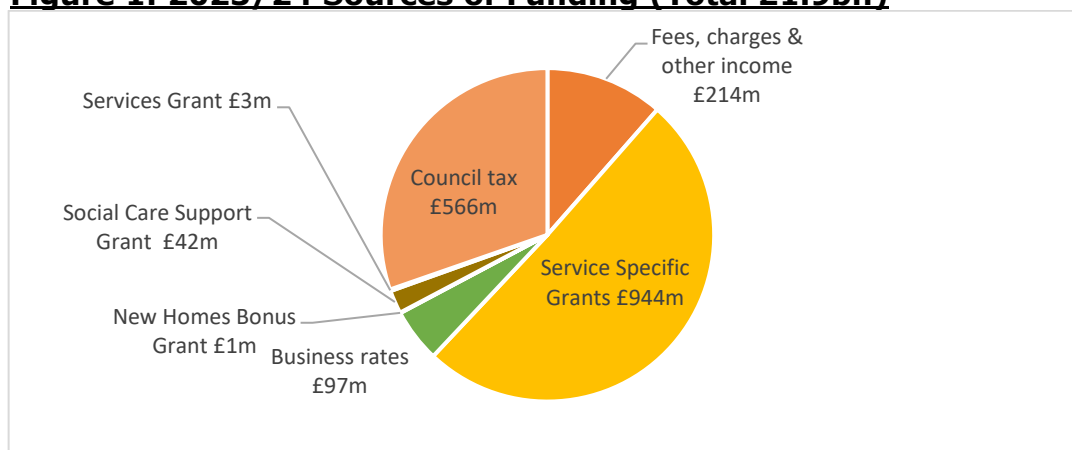
- 3.12 Objectives will be updated to reflect economic instability and KPIs will be aligned to latest strategies and improvement plans. Targets will be reviewed to ensure they remain relevant and reflective of ambitions, capacity and resources, making relevant comparisons to other councils where possible.
- 3.13 The increasingly challenging operating environment makes lobbying more important. The County Council will work with district and boroughs, local MPs, South East 7, County Council Network (CCN) and others and continue to collaborate with partners to ensure priorities are advocated at a local, regional and national level.

4. Revenue Budget 2024/25

- 4.1 Developing a budget that is balanced requires consideration of a number of different factors which are summarised here and set out in further detail through the remaining report and annexes.:
- Impact of macro-economic conditions – inflation and interest rates; the budget uses the latest forecasts from the Office for Budget Responsibility (OBR)
 - Government funding through the Local Government Finance Settlement
 - Other potential income sources, including, forecast Council Tax and business rates collection and fees and charges income
 - Forecast increase in service demand pressures
 - Savings proposals which will include reducing costs and increasing income.
- 4.2 The County Council's budget is underpinned by the following budget principles:
- To support the priorities of the Council Plan and reflect the need for service improvement and redesign over the medium term
 - Financial planning for revenue and capital will cover a period of at least five years
 - The budget will be sustainable in future years
 - There will not be an on-going reliance on reserves
 - Any use of reserves to balance the budget will be repaid
 - Estimates will be used for pay and price inflation
 - Demographic pressure will be reflected in the budget using data to inform assumptions
 - Growth for enhanced service provision will be considered on a case by case basis
 - Loss of specific government grant will result in the same reduction in related expenditure
 - To ensure the council is providing value for money, increased productivity and is clear about return on investment.

Revenue Budget - Funding

Figure 1: 2023/24 Sources of Funding (Total £1.9bn)



- 4.3 The duty to set a balanced budget means income levels determine affordable expenditure. Figure 1 shows the dependency on Government funding, Council Tax and fees and charges. Full details are in **Annex 3**.

Revenue Expenditure

- 4.4 Spending patterns are volatile and each year there are new pressures. Medium term financial planning aims to review both existing pressures and understand new pressures.
- 4.5 Spending plans and pressures for next year and the medium term are outlined in **Annex 4**. Pressures include pay and price inflation, as well as continuing investment in Adults and Children's social care. The County Council are also actively considering additional investment in highways. These are based on assumptions using the latest data but remain subject to review. Assumptions for 2024/25 are more robust but across the medium term it becomes more challenging to estimate pressures accurately.
- 4.6 Financial plans assume service pressures for 2024/25 of £36m and then a further £23m per annum for 2025/26 onwards. These will remain under regular review as more information becomes available. Any increase in these numbers will increase the need for savings elsewhere to enable a balanced budget to be set in February 2024.

Capital financing charges

- 4.7 These relate to all costs of borrowing for capital investment, including external borrowing (PWLB). The Council cannot borrow to fund revenue costs. Further details are in the Capital Strategy section 8 below. The cost of borrowing included in the 2023/24 budget is £30.4m. There is currently no assumed requirement for new borrowing for 2024/25 but the Capital Programme for 2024/25 is currently being developed. Any additional external borrowing will incur a revenue cost. Currently, an additional £50m borrowing costs £3.15m per annum, based on the 35-year PWLB annuity rate (5.28%) (6 June 2023). If reserves are used for internal borrowing, this reduces cash balances and a loss of investment income.

5. The Medium Term Financial Outlook

Current Financial Position - Outturn 2022/23

- 5.1 The Medium Term Financial outlook must take into consideration the current financial position. The [outturn position](#) was reported to Cabinet in June 2023.
- 5.2 The provisional revenue outturn for 2022/23 was net spend of £654.6m, comprising portfolio budgets which overspent by £10.5m, offset by high investment income (£5.0m), £0.665m more income from the 2023/24 Financial Settlement for business rates and use of contingency and inflation reserves.

2023/24 Budget

- 5.3 The 2023/24 [budget](#) was approved by the County Council in February 2023 and will be closely monitored over the year. Many pressures from 2022/23 continue into 2023/24. Additional budget was built in based upon the available data and evidence, but this will need to be closely monitored to see if it is sufficient. Many of the pressures could continue into the medium term and the additional budget assumed in financial plans may be higher. Progress on the 2023/24 budget will be subject to quarterly reporting as part of the Performance and Resources Report (PRR).

Five year Financial Position – 2024/25 to 2028/29

- 5.4 The Council's medium term financial position is subject to the many factors already considered in this report and looks ahead five years. It is kept under continuous review.
- 5.5 Assumptions for 2024/25 onwards are based on best estimates of Government funding, demographic growth and other pressures and the latest economic forecasts. They exclude the impact from any changes to Local Government funding, the planned Adult Social Care reforms, any funding of the DSG deficit and SEND pressures after 2025/26 when the statutory override ends and any of the other policy changes Government or a new Government may introduce. All may mean significantly increasing the budget gap and the need for further budget reductions.
- 5.6 Taking in all the factors above, the County Council has a budget gap over the five years of £171m, of which £45m will fall in 2024/25. This is before any assumed increase in council tax levels.

Table 1 – Medium-Term Financial Position 2024/2025 to 2028/2029 including published savings for 2024/25

	2024/25	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Opening expenditure	709	727	734	741	748
Inflation	35	13	15	11	15
Service pressures	36	23	23	23	23
Capital financing			2	3	3
Total expenditure	780	763	774	778	789
Funded by:					
Council tax – assumed 0%	574	581	588	595	602
SFA/Business Rates	102	105	105	105	105
Specific Grants	51	48	48	48	48
Total funding	727	734	741	748	755
Published savings	8				
Budget Gap: In Year	45	29	33	30	34
Budget Gap: Cumulative	45	74	107	137	171
Impact of maximum Council tax increase	28	12	13	14	14
Budget gap after Council tax	17	17	20	16	20
Budget gap: cumulative	17	34	54	70	90

- 5.7 Referendum thresholds for 2024/25, published in December 2022, provide for a general Council Tax increase of 2.99% and a further 2% for Adult Social Care. Financial Plans assume that thresholds for 2025/26 onwards will fall to 1.99% and the Adult Social Care Precept will end. If full Council Tax increases were taken in each year, this would reduce the budget gap from £171m to £90m.
- 5.8 This financial position is built on many estimates and any deviation could obviously impact on the figures. Work to close the gap, with a focus on 2024 to 2026, is underway. Further details on the overall approach are set out in Section 7 with a fuller update to be published in the Autumn.

6. Risk Management and Reserves Strategy

Risk Management

- 6.1 The financial position is based on the best known information on cost and demand. Any changes in these assumptions presents a potential risk.
- 6.2 Full details of the County Council's financial risks were reported in Section 5 of the [budget report](#) and remain largely unchanged. Others have emerged and the severity or scale of some have increased. These are set out in **Annex 5**.
- 6.3 Risks remain under review both in terms of impact and likelihood. Risks and uncertainties make planning for future years challenging and any change in assumptions underpinning the budget can have an impact on the in-year financial position. Over the summer scenario planning will allow us to consider the impact of the identified risks and help future planning.
- 6.4 The nature of risks and uncertainties means the Council must take a prudent approach to assumptions in next year's budget and medium-term financial plans to hold sufficient levels of contingency to deal with unforeseen circumstances in the short term. Reserves provide a safety net for more significant negative impacts on funding. There is no planned use of reserves to balance the budget in future years.

Contingency

- 6.5 The contingency budget helps manage unforeseen pressures in-year. For 2023/24, with uncertainty around social care costs and economic conditions, the Council increased the contingency to £13.0m (from £9.2m). Use of contingency will be subject to approval by the Director of Finance and Support Services and the Cabinet Member for Finance and will be reported in year to Cabinet through the PRR. The level of contingency from 2024/25 will remain under review but is likely to remain at a similar level. An update will be included in the draft budget proposals published in the Autumn.

Reserves Strategy

- 6.6 Reserves are not used for balancing the budget but are for one off investment or spend and to ensure there is provision to meet known future commitments or liabilities. In current circumstances it is critical that the Council continues to maintain an appropriate level of both earmarked and general reserves, recognising they can only be used once.
- 6.7 The MTFs and financial plans are key to ensuring reserves are appropriate. Specific reserves can support the delivery of services and some will need to be replenished to maintain financial resilience. The one-off nature of reserves and their purpose show the importance of revenue budgets being sustainable rather than depending upon reserves.

6.8 Full details of the County Council’s reserves can be found in Appendix 5 of the [budget book](#) and final balances as at March 2023 in the quarter 4 [Performance and Resources Report](#). Reserves are categorised as follows:

- Contractual Commitments – to provide financing of long-term financial arrangements, e.g., PFI schemes.
- Risk and Uncertainties Based Reserves – to help manage:
 - unforeseen in-year expenditure e.g., increased social care demand,
 - fluctuations in income e.g., surpluses/deficits on collection of council tax and business rates, interest rate changes.
- Service Specific Earmarked reserves – for a particular purpose and for managing risks and uncertainties relating to a specific service
- Government Grants – from ringfenced Government grant received but not fully spent.

Table 2 – Summary of Reserves 2023 to 2028 (excluding Capital Reserves and School Balances)

Reserves (£m)	Balance 31 March 2023	Opening Balance 1 April 2023	Forecast Balance 31 March 2024	Forecast Balance 31 March 2025	Forecast Balance 31 March 2028
Earmarked revenue reserves					
Contractual Commitments	56.3	53.5	53.9	49.1	38.5
Risk and uncertainties	87.6	72.7	67.8	67.4	65.1
Service Specific	53.8	55.0	42.6	29.2	17.9
Government grants	6.6	6.6	2.9	2.9	0
Total revenue usable reserves	204.4	187.8	167.2	148.7	121.5

6.9 Over the five year period reserve levels are forecasted to decrease from £204m to £121m as the reserves held for specific services and contractual commitments are utilised.

General Fund Reserve (Working Balance)

6.10 The general fund reserve is also held to mitigate risks of unexpected events or emergencies. The level is based on an assessment of known financial risks and the impacts they would have on the Council’s overall spending. It is set at £36.3m and is approximately 5% of the net revenue budget. It is forecast to remain at this level for the period of the MTFS in line with the agreed strategy at February 2023.

7. Addressing the Budget Gap

7.1 The budget gap for the medium term, considering changes in funding, spending and risks is projected to be £180m or £100m if Council Tax increases are at assumed referendum levels for the five years. Savings required will not be achieved through general efficiencies but will require a more fundamental review of services. Every service must provide good value for money, be cost effective and contribute to Council Plan priorities.

- 7.2 Further details on the specific proposals for balancing the budget for 2024/25 will be published in the Autumn but the County Council must take a longer term approach.
- 7.3 Delivering savings of this scale will require change and will focus on the following areas:
- Improving commissioning, procurement and contract management processes
 - Ensuring staff have the right support, skills and tools to deliver effective services
 - Maximising the use of digital technology and solutions to improve how we work and how residents, businesses and visitors access services
 - Optimising the use of the County Council's operational estate
 - Exploring new options for income generation.

8. Capital Strategy and Programme

- 8.1 The Capital Strategy drives the Council's capital investment ambitions to support sustainable long-term delivery of services and is part of the suite of financial management approaches that inform the MTFS. Work continues to strengthen the link between revenue and capital.
- 8.2 The Capital Strategy is informed by the Council's Asset Management Strategy which collates service asset needs and integrates them with corporate asset management objectives. These demand-led objectives help shape decisions about the priorities for the Capital Programme.
- 8.3 The Capital Strategy combines demand for investment with the available funding and the capacity and resources to deliver the programme. It also covers the capital governance process, which is subject to an ongoing review to ensure it remains fit for purpose and provides clear and reliable forward planning of capital investment.
- 8.4 The 2023/24 – 2027/28 Capital Programme, approved in February 2023, was £747.2m with highways and transport, learning and skills and the operational estate the main areas of investment. The full [Capital Strategy and Capital Programme](#) is approved as part of budget setting and included with the February Budget papers in **Annex 2(a)**.
- 8.5 The Council's ability to prudentially borrow to fund future capital schemes is determined by affordability. Information on revenue implications of prudential borrowing are published in the annual Treasury Management Strategy ([February Budget papers Annex 2\(b\)](#)).
- 8.6 The annual review of the capital programme is underway and includes a review of the delivery plans and profiling of schemes as well as reviewing any new requirements or any schemes which may no longer be a priority. The pre-pipeline projects are also under review and although not part of the published capital programme will show future forecasted expenditure at a summary level as part of progressing the development of the Capital Strategy into a long term plan. The proposals for pre-pipeline will be at early draft or Strategic Outline Case.

- 8.7 Proposals for the 2024/25 capital programme will be considered over the summer months and reviewed against estimated resources available. Initial recommendations for prioritisation of existing projects and new capital investment proposals will be presented to Cabinet in the Autumn ahead of the final Capital Programme being presented for approval in February 2024.

9. Schools Budgets

- 9.1 The Dedicated Schools Grant (DSG) is a specific ring-fenced grant received by local authorities to fund schools and central expenditure supporting the schools' budget. The grant includes a High Needs Block to fund pupils with special educational needs and an Early Years Block for two, three and four year olds in nursery and associated provision.
- 9.2 Funding pressures affecting the High Needs Block within the DSG have continued to grow as a result of increased number of children with education and health care plans (EHCPs) and the DSG deficit is forecast to reach £63.7m by the end of 2023/24. The Government has confirmed that the statutory override for this deficit to remain off balance sheet will continue for a further three years and during this time the County Council will continue to lobby and engage in discussions with Government on the need to find a longer term solution after 2026/27. Financial Plans assume that this deficit will continue to be ringfenced to the Dedicated Schools Grant. Further details on Schools' Budgets are included in **Annex 6**.

10. Engagement and Budget Timetable

- 10.1 The MTFs and Capital Programme provide the financial framework for delivering the Council Plan and provides assurance that spending plans are aligned to the Council's priorities. Formal engagement on the draft budget proposals and Capital Programme, as detailed in Table 3 below, will be undertaken during the Autumn.

Table 3 – Budget Timetable

Date	Who	What
19 July	Member Day	Update on Council Plan and MTFS
25 July	Public Cabinet	Council Plan and MTFS (this report)
17 Oct	Public Cabinet	Update on Capital Programme, Budget gap/savings including discussion on priorities and Council Plan
18 Oct	Member Day	Council Plan and Budget Proposals (Revenue and Capital)
November	Scrutiny Committees	Council Plan and Budget Proposals (Revenue and Capital)
November	Stakeholder Engagement	Council Plan and Budget (Revenue and Capital) stakeholder consultation
<i>December</i>	<i>DLHUC</i>	<i>Provisional Finance Settlement</i>
19 Jan	Member Day	Council Plan and Budget Proposals (Revenue and Capital)
24 Jan	PFSC	Review draft Council Plan and Budget Proposals (Revenue and Capital). Comments to feed into 30 January Cabinet meeting.
30 Jan	Public Cabinet	Council Plan and Budget Papers. Verbal feedback from all Scrutiny Committee Chairmen.
16 Feb	County Council	To approve Council Plan and Budget 2024/25 and the updated MTFS (2024/25 to 28/29)

Annexes

Annex 1 – External Context

Annex 2 – Internal Context

Annex 3 – Sources of Funding

Annex 4 – Spending Pressures

Annex 5 – Risks and Uncertainties

Annex 6 – Schools Budget

ANNEX 1: EXTERNAL CONTEXT 2024/25

1.0 Economic Environment, Government Policy and Demographic Changes

- 1.1 At the 2021 Census the population for West Sussex was 882,700 an increase of 9.4% since 2011 and larger than the regional (7.5%) and for England (6.6%). The highest growth is in over 65s at 23%, from 21% in 2011, West Sussex has a higher proportion of over 65s than the national (18%) and regional (19.5%) averages. Projections suggest the West Sussex population will grow by 10% until 2041, higher than for England (8%) or the Southeast 6%). As data continues to be released following the 2021 census, this data and the information from the Joint Strategic Needs Assessment will continue to be used to inform business and financial planning.
- 1.2 Records indicate that numbers of people in employment are back to or exceeding pre-pandemic levels but the number of economically inactive in West Sussex has increased, although not to regional or national levels. West Sussex figures suggest more economically inactive adults through increases in number of students rather than for other reasons such as ill health or early retirement.
- 1.3 Between April 2020 and April 2023 there was a 4% increase in employees in West Sussex. The claimant count of those claiming Job Seekers Allowance or Universal Credit has reduced but is still above pre pandemic levels.
- 1.4 The County Council continues to face recruitment and retention challenges. Particular areas of pressure are social workers, care workers and occupational therapy, planners, property, transport and development professionals and lawyers. A tighter job market affects the ability to recruit to or retain lower wage roles where cost of living pressures are more acute.
- 1.5 The fall in real disposable incomes (adjusted for inflation, taxes and benefits) that the UK has experienced since late 2021 means households face increasing pressures due to rising energy prices, inflation and interest rates.
- 1.6 The April 2023 Ipsos Issues Index shows that Britons say inflation and prices and the economy are the top two issues. The Office of Budget Responsibility expects household incomes after tax and adjusted for inflation to start falling in quarter 2 of 2023 and not recover until quarter 3 of 2024. Low-income households will be most affected. The Resolution Foundation estimates 1.3 million more will fall into absolute poverty in 2023, including 500,000 children.
- 1.7 The Bank of England has continued to raise interest rates, from 3.5% in December to 4.0% in February and 4.25% in March. In June 2023 the Bank increased the rate to 5% The Bank now expects overall inflation to drop to 5% by the end of this year, above the 4% previously predicted.

- 1.8 The County Council continues to support displaced persons, migrants and asylum seekers. In March 2023, the Home Office announced changes to the support under the Afghan Citizens' Resettlement Scheme away from the use of hotels and said it will provide £35 million in new funding to help councils overcome barriers to accessing housing and employment. The Local Authority Housing Fund will be extended but the supply of accommodation remains a barrier.
- 1.9 The impacts of climate change will continue to grow including on the maintenance of infrastructure, the delivery of new homes and other developments particularly given water neutrality requirements. The Council will need to respond to more serious weather events to deal with flooding, and increased risks to vulnerable people as well as the impact on the local economy.
- 1.10 The next General Election must take place before December 2024. The next spending review is expected to be not before early 2025. In May 2024 there will be elections in Adur, Crawley and Worthing, as well as for the Police and Crime Commissioner. The next County Council elections are in May 2025. These could mean changes to the political landscape, partnership working and in responding to continued national policy uncertainty.
- 1.11 In 2022 the Department for Levelling Up, Housing and Communities (DLUHC) announced a new Office for Local Government (Oflog). It will aim to empower citizens to hold local leaders to account, while supporting them to innovate and drive improvement by presenting data and analysis about the performance of councils and outcomes for local people.
- 1.12 The Department for Education (DfE) has published its Children's Social Care Implementation Strategy, to transform the care system to focus on more early support, reducing the need for a later crisis response. Funding of £200m over the next two years has been announced
- 1.13 In 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. There were new announcements on the adult social care reform programme, including greater use of technology and digitisation. However, funding to support workforce reforms and training, has been reduced from £500m to £250m. In June 2023, Government published the NHS Workforce Strategy which fails to acknowledge the similar challenges with social care, despite the drive for joint working across health and social care.
- 1.14 Other policy areas on the Government's horizon but further details are awaited for a clearer picture in terms of County Council services and financial implications. These include:
- Response to Review of Net Carbon Zero (Chris Skidmore MP)
 - Review of Integrated Care Systems (Hewitt)
 - Levelling Up and devolution
 - The timing of the first CQC inspection regime for adult services

- The monitoring and reporting requirements of Office For Local Government (OfLog) which will be launched in the next few weeks for Councils
- Timing and resources for separate food waste collections/other waste reforms in the Environment Act 2021

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ANNEX 2: INTERNAL CONTEXT

Local Priorities, Our Improvement and Change Programmes

2.1 Since the 2020 Council Plan's focus on service and corporate improvement:

- Children's Services have made significant improvements demonstrated by the March 2023 full Ofsted inspection.
- Funding pressures affecting the High Needs block have grown, leading to a High Needs Recovery Plan. The Council is well-placed to deliver and benefit from the proposals in the SEND National Improvement Plan but it remains challenging, particularly after 2025/26.
- The Fire & Rescue Service has made significant progress reflected in the HMICFRS 2022 inspection. The Community Risk Management Plan shows how the service will manage risks and explains how it will contribute to delivering Plan priorities.
- Adult Social Care is focusing on the priorities identified in its strategy 'The life you want to lead' and delivering its improvement programme ahead of the first round of CQC inspections expected this year.
- Support for employment and skills is increasingly important as a major local employer and an enabler of growth in the West Sussex economy.
- The Council's 4,000km of roads and 3,956km of footways are essential to the local economy. Increased investment is inhibited by a real-terms drop in Government capital funding and inflationary pressure. The 2024/25 grant would need £3.665m (17.5% increase) to match 2017/18 spending. The backlog of maintenance for carriageways exceeds £151 million. The Council is actively considering options to increase investment but this would increase the budget gap in 2024/25 and 2025/26 further as a result of increased borrowing costs on capital or increased revenue expenditure.

2.2 The Council will deliver major corporate change programmes over the next two years:

- The Smarter Working programme has introduced a model of hybrid working that prioritises business needs and offers flexible working to support recruitment and retention and enhance staff wellbeing, help protect the environment, rationalise our estate and reduce overheads.
- Digital/IT Strategy – Work to shape and define how the Council will use new digital technologies in the way it works, how it engages with customers and the infrastructure in the County to ensure connectivity, including artificial intelligence.
- Oracle Fusion – work is underway to replace our existing SAP system with Oracle Fusion. This complex project, when implemented and fully embedded, will improve processes in Finance, Payroll, HR and Procurement and improve how suppliers interact with the Council.

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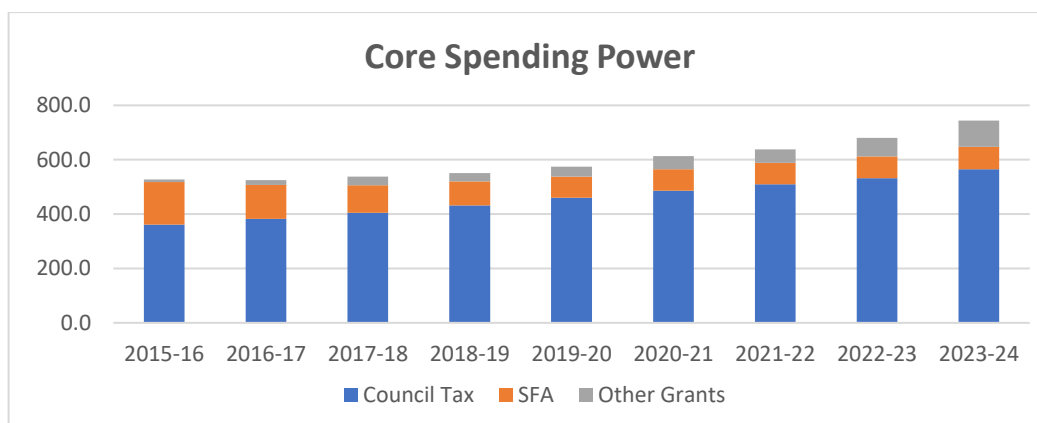
ANNEX 3: COUNTY COUNCIL SOURCES OF FUNDING 2024/25 ONWARDS

3.0 Government Funding

Local Government Finance Settlement

- 3.1 Over recent years there has been a move away from multi-year settlements and councils have relied on one-year settlements published in December which makes forward planning very difficult. In December 2022, the Government published a policy paper indicating expected funding for 2024/25 but uncertainty remains from 2025/26 onwards.
- 3.2 Core Spending Power is a measure calculated by Government on the level of resources available to local authorities to fund services, a combination of core Government Funding and Council Tax income. It is based on the assumption that the County Council will increase Council Tax by the maximum allowed, as well as an assumption about the growth in tax base. Levels since 2015/16 are shown in Figure 1.

Figure 1: Change in Core Spending Power



Note: increases in Other Grants is mainly attributed to social care funding for which there are additional responsibilities

- 3.3 In 2023/24, the funding from Government was £143m. This included business rates (£97m), Social Care Support Grant (£42m), New Homes Bonus Grant (£1m) and Services Grant (£3m). Planning assumptions for 2024/25 for these are:
- Business Rates to increase in line with the OBR forecast for CPI and maintained at the 2024/25 level for subsequent years.
 - Social Care Support Grant increased from £42m to £48m to reflect additional funding redistributed in 2024/25 following the delay to Social Care Reform until 2025. Much of the funding set aside for the reform is being made 'available to local authorities to help meet the current pressures in social care' with £1.3bn of additional funding in 2023/24 and a further £1.9bn in 2024/25. It is assumed that Social Care Reform implementation will need to increase government funding.
 - New Homes Bonus Grant will not continue beyond 2023/24.

- Services Grant will continue at the 2023/24 level for 2024/25 only.

Government Funding Reforms

- 3.4 The Government has previously committed to undertaking a reform of Local Government Funding to include an update of how funding is distributed according to need and a reset of the funding received through business rates (Business Rates Retention Scheme).
- 3.5 The reforms have been put on hold. In a finance policy statement in December 2022, the government confirmed it remained committed to improving local government finance but reforms would not be implemented in this spending review period ending in 2024/25.
- 3.6 Financial plans currently assume no financial impact from the funding reforms but it is likely there will be some reduction if as suggested, funding is moved away from the South East.

Service Specific Grants

- 3.7 The Council receives a number of service specific grants, e.g., Dedicated Schools Grant, Public Health Grant. For planning purposes, it is assumed that the level of specific grants will continue at the 2023/24 level of £944m and any changes within service specific grant funding will be managed within service budgets. A full list of the current grants is available at Appendix 4 of the [published 2023/24 budget book](#).
- 3.8 The additional grants specific to Adults Social Care (Adult Social Care Market Sustainability and Improvement Fund and the Adult Social Care Discharge Fund) for 2023/24 and 2024/25 assume that new service provision is in place to align with these grant levels. If the grants do not continue beyond 2024/25 it remains unclear whether the new responsibilities, that the County Council have been delivering in 2023/24 and 2024/25, will continue.

Business Rates

- 3.9 Business Rates are set nationally calculated by multiplying the rateable value (RV) of the property by the business rates multiplier. The RV of business premises is determined by the Valuation Office and annually the Government sets the multiplier which specifies the pence per pound paid in tax – for 2023/24 the multiplier was announced as 51.2p (49.9p for smaller businesses) and has remained at this level since 2020/21.
- 3.10 Currently, the businesses within West Sussex generate over £360m in business rates, of which 50% is retained locally. The current value of the Council's funding received through business rates, both retained locally and redistributed by government, is £97m.

Business Rates Pool

- 3.11 For several years, local authorities within West Sussex have operated a pool for business rate purposes. The arrangement enables an increased

proportion of business rates growth to be retained within West Sussex for investment in county wide initiatives that benefit the economy. The criteria and allocation of funds are determined by the Chief Executives Board and approved by the Leaders. The investment has contributed to several projects including supporting county-wide tourism development and work with partners to deliver support to business start-ups and micros. The Digital Partnership has focused on delivering gigabit capable connectivity to residential and business premises across the county.

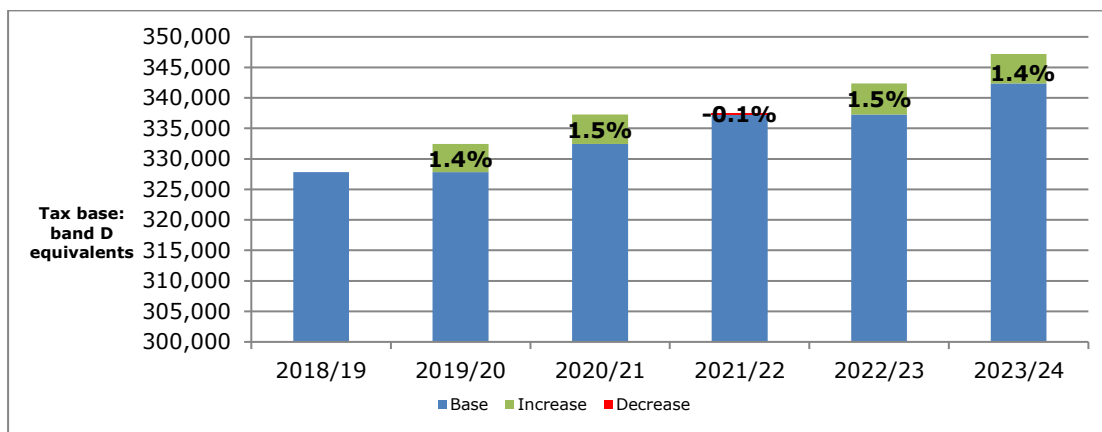
Council Tax

- 3.12 The income generated from the Council Tax is determined by the level of the tax and the number of properties paying the tax – the tax base. It currently accounts for 30% of the County Council’s income and for every 1% increase generates additional income of £5.7m.
- 3.13 The ability for councils to increase the amount charged to residents is subject to a limit set by Government each year and beyond which a referendum must be held. For 2023/24, the threshold for general expenditure is 3%. Financial plans assume that this level of increase remains for the current Spending Review period only, thereafter (2025/26 onwards) 1.99% has been assumed in financial plans.
- 3.14 In 2016/17, the Government gave authorities with Adult Social Care responsibilities, such as the County Council, additional flexibility to levy an additional precept on the council tax to fund Adult Social Care costs. For 2023/24, the maximum increase was set at 2%. It is unclear if the precept will remain in place beyond the current Spending Review period and therefore no assumption has been included for 2025/26 onwards.

Local Tax Base

- 3.15 The Council Tax base is the number of properties in Bands A to H in the County Council area expressed as an equivalent number of Band D units. This is provided by the Boroughs and Districts who are required to set the council tax base by the 31 January each year and report to government. Prior to this, the County Council makes an assumption of tax base growth based on historic trends and any known changes. For future planning, and in recognition of the current economic conditions and the potential for house building to slow down, as well as local issues such as water neutrality, a growth assumption of 1.2% has been applied for 2024/25 onwards. An illustration of tax base growth in recent years is shown in figure 2 below:

Figure 2: Change in the County Council's tax base



Collection Fund

- 3.16 The Collection Fund is a separate ringfenced account operated by the district and borough councils, who are the authorities responsible for collecting Council Tax and business rates. As the actual tax collected may be more or less than expected, any surplus or deficit is managed through the Collection Fund.
- 3.17 In 2022/23, following a review of the authority's reserves, a separate Business Rates and Collection Fund Smoothing Reserve was established. The balance as at 1st April 2023 is £9.8m. Any year end surpluses are added to this reserve which will be then used to manage any future deficits on the collection fund from 2023/24 onwards. At this stage there is no planned use of the reserve.

Fees and Charges

- 3.18 The Localism Act 2011 and Local Government Act set out the general legal framework regarding charging for services. As well as this, there are various other specific legal provisions and local policy objectives that determine which services are charged for and the level of the charge.
- 3.19 There are three broad categories of fees and charges:
- Statutory fees and charges – these are set by relevant national bodies, usually with a regulatory responsibility for the service which must be adhered to,
 - Cost recovery – a fee or charge levied to ensure the cost of the service provided is fully recovered,
 - Subsidised – where the County Council has decided to subsidise a service when setting the related fees and charges.
- 3.20 For planning purposes, it is assumed that discretionary fees and charges will increase in line with September RPI. Current fees and charges are published [here](#) and a schedule of the fees and charges for 2024/25 will be approved as part of the budget setting process in February 2024. The

exception to this is car parking fees which are set early Autumn each year with new charges taking effect from 2nd October.

- 3.21 Given the reliance on income to protect essential services and the financial challenges facing the County Council, during 2023/24, the Council will explore opportunities to review existing fees and charges to ensure that they are appropriate and are reflective of costs being incurred but also explore opportunities for new charges. This will also include considering how income is collected to ensure it is easier for customers to pay their bills and to reduce the County Council's levels of debt from income owed.

Investment Income

- 3.22 Income from investment of available cash balances can make a significant contribution to the Council's financial position and is directly impacted by macro-economic conditions. With interest rates remaining high during 2023/24, investment income is expected to exceed the current budget for the year. The latest forecasts by the Office for Budget Responsibility (OBR) forecast rates will start to decline again in early 2024 which will see investment income levels reduce to around 3% in the longer term. These lower levels have been assumed in financial plans from 2024/25 onwards.
- 3.23 The Council's Treasury Management Strategy provides the framework that the Council operates within to maximise these returns prudently and is reviewed annually as part of the budget setting process. The next iteration will be presented to full Council in February 2024. The mid-year review of performance against the 2023/24 strategy will be reported to the Performance and Finance Scrutiny Committee in December 2023.

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ANNEX 4: SPENDING PRESSURES 2024/25 ONWARDS

4.1 Many of the pressures seen throughout 2022/23 are anticipated to continue into 2023/24 and beyond and these have been considered in the context of the overall position. The main known pressures are as follows:

Pay

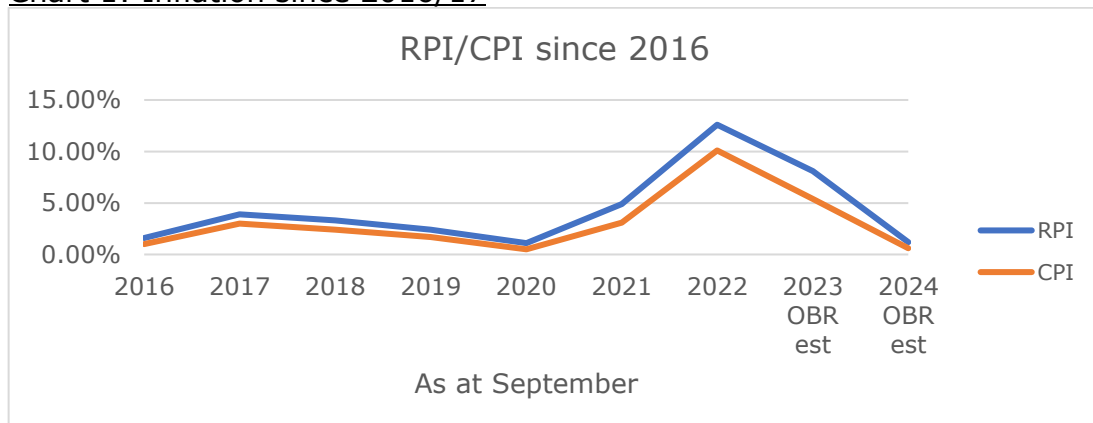
4.2 The County Council employs 5,414 FTE, excluding schools, and has a pay budget for 2023/24 of around £270m. Annual pay awards are determined by national and local agreement which are invariably confirmed post the annual budget approval. In the absence of the known pay uplift, an assumption is applied based upon recent awards. For planning purposes, it is currently assumed that the 2024/25 pay will rise by 3%. The cost of a 1% pay award is approximately £2.7m. Increases of 2% are assumed from 2025/26 onwards.

Price inflation

4.3 Over recent years, economic conditions such as the impact of the global pandemic, the UK’s exit from Brexit and the war in Ukraine have resulted in economic uncertainty and high inflation. The latest forecasts from the Office of Budget responsibility (OBR), published in March 2023, predict that CPI inflation will more than halve in 2023 and reduce to 2.9% by the end of the year. With levels continuing to be high it is difficult to see this can be achieved but for planning purposes, and in line with the inflation policy, the OBR’s forecast as at September 2023 (quarter 3) has been applied to price inflation for 2024/25, as follows:

- For areas of discretionary spend, the CPI forecast of 5.4% has been assumed.
- High Value Contracts have been determined according to the OBR forecast of the specific index in the contract (predominantly RPI of 8.1%).
- Fees and charges and other areas of income have also been increased in line with the OBRs forecast for RPI – 8.1%.

Chart 1: Inflation since 2016/17



- 4.4 The latest OBR forecast (March) showed the target level inflation of 2% would be achieved by 2024 but given the current economic environment it remains unclear if this is realistic. Given the level of uncertainty, the government's target level of 2.0% has currently been assumed for price and income inflation in 2025/26 and this will be kept under review over the coming months.

Service Pressures

Demand and Complexity of Need in Adults

- 4.5 The budget is built on estimates around demographic growth and any deviation from these estimates could present a risk and therefore additional costs.
- 4.6 The latest census figures show that the county has a higher proportion of over 65-year-olds than the national and regional averages and therefore future demand for social care from increasing population needing support may create pressures. However, it is not just increasing numbers that are a pressure - people are living longer and with increasing complexity of need. This is increasing the average cost of a care package at a rate greater than inflation.
- 4.7 The adult social care market continues to operate in challenging circumstances; particularly due to staff shortages and increasing demand. The short-term funding which Government is making available for hospital discharge is contributing further towards an imbalance of demand and supply. Consequently, when new placements are being made, especially for residential, prices are continuing to rise with very few providers now prepared to accept the County Council's usual maximum rates. This is also a reflection of the level of demand from a buoyant self-funder market, which makes the County Council a minority purchaser of care in West Sussex. None of these cost drivers are likely to reduce during the foreseeable future.

Adult Social Care Reforms

- 4.8 The social care reforms in adults have been confirmed as delayed for two years but if they are implemented in 2025, it is not known whether additional funding will be available. The funding Government had set aside for Local Authorities and the reforms has been provided from 2023/24 and is being used to fund more general adult social care pressures. Therefore, if the reforms are implemented from October 2025, Government will need to provide new monies if social care is going to remain financially sustainable. Financial Plans therefore currently assume that the cost of implementing the reforms will not add any further pressure on the Council's financial position.

External Placements for Children We Care For (CWCF)

- 4.9 The biggest pressure within Children and Young People continues to be the number, type and cost of placements. The County Council has an ambitious plan to reduce the proportion of Children We Care For in external residential placements from 15% to 10% by the end of 2024/25 which would be more in line with statistical neighbours. However, despite the corrective action, the conditions within the children's placement market are extremely challenging and there is a risk this 10% target will not be achieved until at least 2025/26. If this is the case, the current additional budget assumed for 2024/25 will not be sufficient and additional money may need to be identified for this service.

Cost of Children in Secure or Specialist Placements

- 4.10 A number of unique high-cost care arrangements have had to be put in place with costs exceeding £5m per placement for 2022/23. These high-cost placement arrangements generally do not last for extended periods of time, with the average last year being 33 days. However, they are volatile by the very nature of the issues being managed and while it is not possible to predict them, they are likely to continue to be a pressure into future years.

Learning and Skills

- 4.11 West Sussex County Council has a statutory requirement as per the Children and Families Act and Special Educational Needs and Disability Regulations 2014 to complete an Education Health and Care Needs Assessment (EHCNA) for individuals that meet the criteria defined within the act. However, due to the increase in the number of EHCNA requests that are being received and a national shortage of Educational Psychologists the volume of assessments taking longer than the statutory 20 weeks to complete has escalated, with the current average being 40 weeks. Additional resources will therefore be required to tackle both the backlog over the next 12 to 18 months and the higher level of requests on a continuing basis.
- 4.12 The Home to School Transport service overspent by £2.8m in 2022/23 due to a combination of growth in pupil numbers and increasing contract prices. Soaring fuel costs and increases in the minimum living wage meant that a number of taxi companies handed back some school routes. Although inflationary pressures are expected to ease in 2023/24 the growth in SEND pupils requiring transport is expected to continue.

Highways

- 4.13 The Highways budget remains under pressure as a result of extreme weather events experienced over the last year leading to a significant number of issues and defects on the network. The 2023/24 budget includes an additional one off funding of £4.5m. Additional resources are likely to be required to continue to tackle the issues and are currently being considered as part of the budget for 2024/25. With significant backlogs (currently estimated in excess of £150m for carriageways), investment over a number of years may be needed in both capital and revenue.

Levies

- 4.14 The County makes payments to outside organisations where it is required to meet the levy or Precept requested under the relevant legislation. For 2023/24 the current levies total £2.0m and financial plans assume these will increase annually in line with September CPI.

ANNEX 5: RISK MANAGEMENT - RISKS OVER THE MEDIUM TERM

- 5.1 Full details of the financial risks facing the County Council were set out in the 2023/24 budget report in February 2023. Many of these remain current but there are some where more details are known and therefore an update is provided in this annex.

Health

- 5.2 The entire health and social care system in West Sussex is under extreme pressure. The underlying causes, especially workforce and market-related factors, are similar across both parts. Compounding the situation, the Integrated Care Board (ICB) faces significant financial challenges of its own, which it is needing to manage in the context of sustained Government scrutiny about rates of hospital discharge. This has potential to transfer financial risk to the County Council but work will continue to develop a collaborative approach to working with health through these challenging times.

Climate Change

- 5.3 Protecting the environment remains a WSCC priority as outlined in the Council Plan and the Climate Change Strategy (CCS). To achieve carbon emission reductions and create related benefits of mitigating climate change will involve redesigning services and adapting infrastructure to take climate change into account. The WSCC Climate Action & Adaptation Plan (CAAP) is being developed throughout 2023 and is the County Council's first roadmap for achieving the goal of carbon neutrality from the council's operations from 2030 and for increasing its resilience and ability to respond to the impacts of climate change. This will be underpinned by a funding and investment strategy. External funding sources will continue to be explored but it remains a risk that further investment in both capital and revenue may be required.

Recruitment and Retention

- 5.4 The County Council continues to face recruitment and retention challenges that have been growing over recent years but may be further exacerbated by the wider job market conditions.
- 5.5 There are a number of actions being undertaken to reduce vacancy levels and turnover including international recruitment, increasing the capacity and skills within the Recruitment team, engaging with candidates in a different way, benchmarking reviews of pay and terms and conditions and optimising use of apprenticeships and ensuring career pathways for staff to develop their skills. The impact of these actions will continue to be monitored.

Delivery of savings

- 5.6 As reported in the Q4 Performance and Resources Report (PRR), £10.2m of savings were undelivered as at the end of March 2023. The majority

(£8.8m) of these relate to Adults Services and the delays in the delivery of these savings are largely as a result of challenges relating to workforce and vacancy levels within social work and occupational therapy. The Medium-Term Financial Strategy (MTFS) assumes the savings will be delivered by 2024/25 and while the plans in place are well developed, the external environment surrounding the social care market makes the outcome inter-dependent on factors that are not within the Council's direct control. Any non-delivery or delays in the delivery of savings will risk adding further pressure to the financial position.

Identification of Savings

- 5.7 Looking forward, based on the latest information, there is a budget gap of £43m for 2024/25 and 2025/26; savings or increased income to this level will need to be identified for a balanced budget to be set. Work has commenced but there is a risk that insufficient reductions can be identified or reductions to this scale may require a change in services provided or how they are provided.

ANNEX 6: SCHOOLS' BUDGET

- 6.1 The Dedicated Schools Grant (DSG) is a specific ring-fenced grant received by local authorities to fund schools and central expenditure supporting the school's budget. The grant also includes a High Needs Block, to fund pupils with special educational needs and Early Years Block for two, three and four year olds in nursery and associated provision.
- 6.2 The settlement for 2023/24 increased the DSG by **£48.7m** (6.7%) to **£775.8m**.

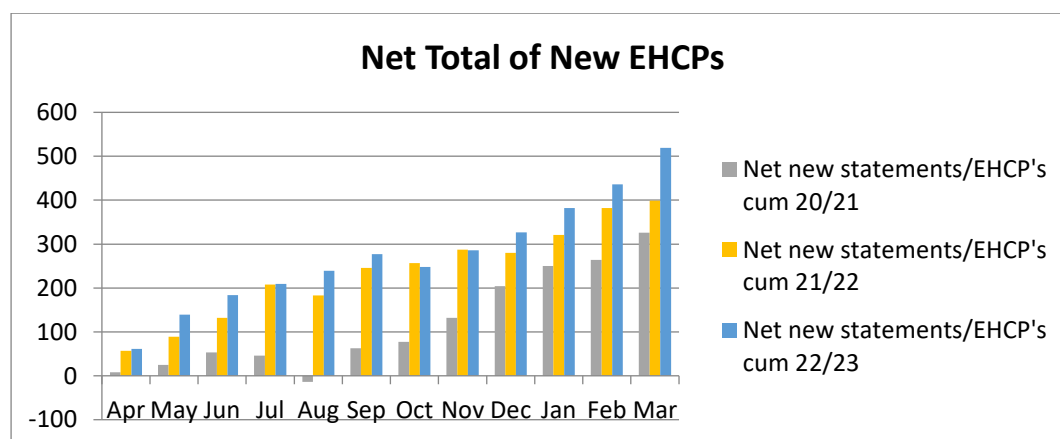
Item	2022/23 £m	2023/24 £m	Change £m	Change %
Schools Block	553.984	587.079	33.095	5.97
High Needs Block	112.052	124.113	12.061	10.76
Early Years Block	54.321	57.620	3.299	6.07
Central School Services Block	6.758	7.005	0.247	3.65
Total	727.115	775.817	48.702	6.70

- 6.3 Funding pressures affecting the High Needs Block within the DSG have continued to grow since the implementation of the Children and Families Act 2014. This has increased requests for:
- Education Health and Care Needs Assessments (EHCNAs);
 - pre-16 specialist placements (special schools, Special Support Centres (SSCs) and Independent and Non-Maintained Special Schools (INMSS));
 - post-16 High Needs placements in special schools, colleges of Further Education or Independent Specialist Providers (ISP); and
 - personal budgets and exceptional needs expenditure to meet very complex needs.
- 6.4 Back in March 2015 there were 3,423 children and young people with EHCPs, and since that time those numbers have risen to 6,510 in March 2022 – an increase of 3,087 (90.2%). During 2022/23 this number rose by a further 519 to 7,029.

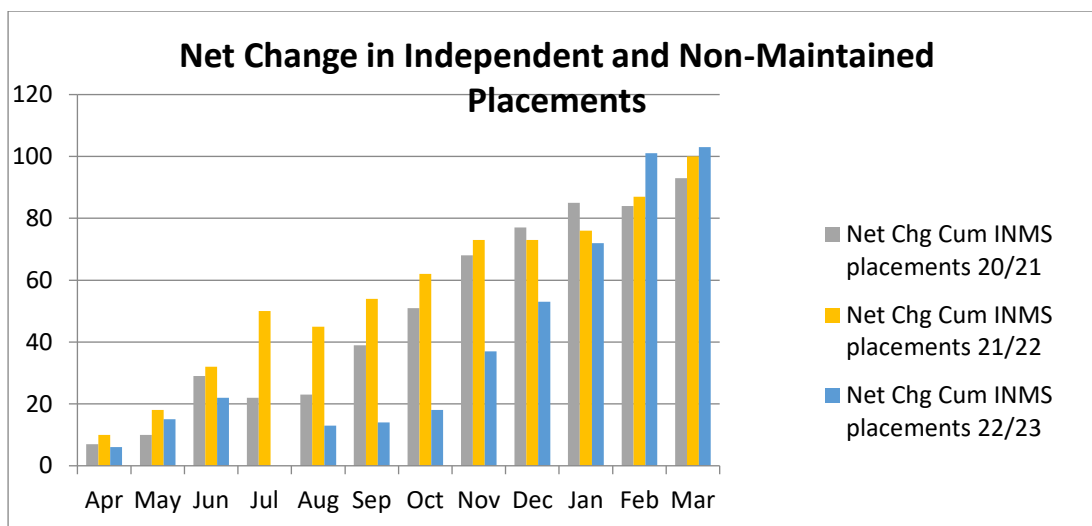
Number of EHCPs	Mar 22 No	Mar 22 %	Mar 23 No	Mar 23 %	Change No	Change %
Mainstream	1,988	30.5	2,129	30.2	141	7.1
SSCs	357	5.5	354	5.0	-3	-0.8

Special Schools	1,916	29.4	1,947	27.8	31	1.6
INMS	715	11.0	818	11.6	103	14.4
Post School	1,215	18.7	1,327	18.9	112	9.2
Early Years	36	0.6	19	0.3	-17	-47.2
Alternative Provision	16	0.2	20	0.3	4	25.0
Other	267	4.1	415	5.9	148	55.4
Total EHCPs	6,510	100.0	7,029	100.0	519	8.0

- 6.5 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).

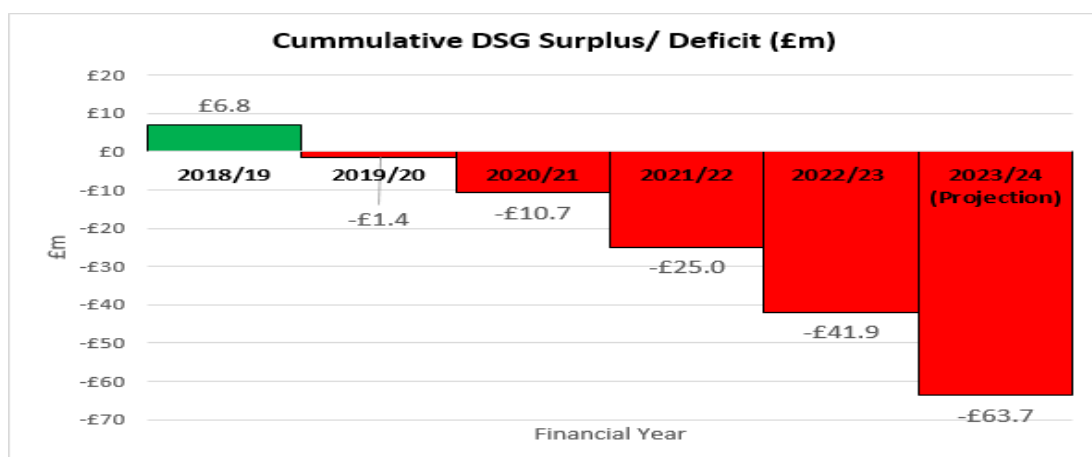


- 6.6 The Council is expecting overall EHCP numbers to continue to rise sharply as the backlog of ECHNAs is currently in excess of 400, predominately as a result of resourcing issues within the Educational Psychology Service. Whilst ways of reducing this number are currently being investigated, it is currently anticipated that this backlog will continue to increase in the short term.
- 6.7 Although total EHCP numbers went up by 8.0% last year, the number of pupils in Independent and Non-maintained Sector (INMS) settings, in particular has continued to rise at a much higher rate (14.4%). These placements are the most expensive (at an average cost of £50k per annum) and have increased by 296 from 522 to 818 over the last 3 years.



6.8 The continued growth in the number of INMS placements has meant that these placements now total 11.1% of the total number of pupils with an EHCP, compared to the rate of 8.8% back in March 2020. This has meant that although EHCP pupil numbers have increased by 8% year on year, high needs expenditure has been increasing at a much higher rate.

6.9 The County Council’s DSG reserve went into deficit for the first time at the end of 2019/20 and has grown each year since. At the end of 2022/23 this deficit stood at £41.9m, and with continuing pressure on the high needs budget this deficit is expected to reach £63.7m by the end of 2023/24.



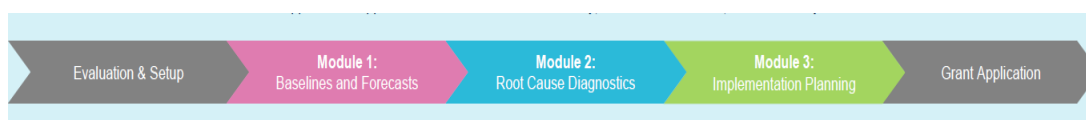
6.10 The Government has confirmed that the statutory override for this deficit to remain off the County Council’s balance sheet will continue for a further three years but with increasing pressures in this area within West Sussex and across the country means there remains much uncertainty and financial risk beyond 2025/26. The County Council would not be in a position to fund either the deficit or the in-year spending pressures without compromising its financial sustainability.

6.11 West Sussex County Council is part of the next tranche of the Delivering Better Value initiative by the Department for Education (DfE). Delivering Better Value (DBV) is defined by the DfE as “a programme working to

identify and implement local and national opportunities to improve the outcomes for children and young people with SEND” and is designed to deliver the following support:

- Short term help – to identify sustainable changes in each local authority that can drive high quality outcomes and provide support in building an evidence-based grant application to assist with the implementation of these changes; and
- Informing longer term reform – build an objective evidence base across a third of the sector which can be used to inform future policy and reform, share best practice and inform future national programmes of similar scale and intent.

6.12 The DBV programme is being delivered over a 6-month period through a modular approach to ensure a structured and complete review and planning process. An overview of the modules is detailed below.



6.13 The methodology utilised by DBV uses data to focus on high impact areas. The initial findings from module 1 can be summarised as follows

- Main areas of expenditure are INMSS, Special Schools and Mainstream support.
- Low proportion of growth in pupils with an EHCP occurring in mainstream schools.
- Average annual cost of an EHCP is increasing, as the proportion of pupils with an EHCP within mainstream decreases and those within INMSS increases.

6.14 Further data regarding these initial findings has been collated and analysed over the last couple of months as part of the ‘Module 2-Root Cause Diagnostics’.

6.15 The programme is currently now in ‘Module 3 – Implementation Planning’ and the County Council is currently putting together its overall findings and proposed mitigation actions in order to report back to the DfE and apply for a £1m grant in order to help with the implementation of the mitigations. The final report and supporting grant claim should be completed in the next month.

6.16 In addition to this, and in order to make the step change required to recover from the increasing deficit in the High Needs DSG Block, capital investment is also required to continue making adaptations in mainstream schools to accommodate a wider variety of needs and to increase the number of specialist school places within the county. This will enhance the choices for children with special educational needs. Proposals for the 2024/25 capital programme will be considered over the summer months and initial recommendations will be presented to Cabinet in the Autumn

ahead of the final Capital Programme being presented for approval in February 2024.

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Performance and Finance Scrutiny Committee

7 September 2023

Outcomes of the Executive Task and Finish Group (TFG) – Careers and Skills

Report by Director of Law and Assurance

Summary

The attached report by the Director of HR and Organisational Development outlines the recommendations and proposed actions of the Careers and Skills Executive Task & Finish Group (TFG). The need for a TFG was agreed at full Council in December 2022. The purpose of the TFG was to review what further actions the Council could undertake to attract, retain and develop a high-quality workforce whilst contributing more broadly to the development of the skills agenda. The terms of reference for the TFG is attached as Appendix B. The report was discussed, and the recommendations agreed by Cabinet Briefing in June 2023.

The work of the TFG aligns to issues raised by the Committee through the workforce monitoring indicators and risk matrix presented in the quarterly performance and resources reports. The Committee has identified Corporate Risk 11 as a key risk for the Council and received a report on recruitment and retention issues at the January 2023 meeting.

The report attached as Appendix A outlines the eight recommendations made by the TFG and the proposed actions to achieve these. The report also outlines the need for a 4-year strategic workforce plan to take forward and monitor the recommendations and outcomes.

Focus for scrutiny

The Committee is asked to scrutinise the content of the report which sets out the recommendations and proposed actions to further improve the recruitment and retention of staff at the Council. Key lines of enquiry for scrutiny include:

- That the recommendations meet the needs of the Council in terms of the recruitment and retention issues being experienced and address the issues as raised in Corporate Risk (CR) 11.
- That the proposed actions are achievable and meet the priorities as set out in the Council Plan, specifically in relation to the best use of resources
- That work is underway to complete the proposed actions including the development of a 4-year strategic workforce plan.
- That sufficient resources are available to achieve the proposed actions.
- That the achievement of the actions is managed and monitored and progress reported through the performance & resources quarterly reports.

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

1. Details

- 1.1 Appendix A sets out the agreed recommendations and proposed actions of the Careers and Skills TFG.
- 1.2 The background and context to this item for scrutiny are set out in Appendix B. As it is a report dealing with internal resource 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

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Appendices

Appendix A – Careers and Skills Executive TFG Recommendations

Appendix B – Careers and Skills Executive TFG Terms of Reference

Background papers

None

Report to Cabinet Briefing

27 June 2023

West Sussex County Council Careers and Skills Executive Task & Finish Group – Recommendations

Director of HR and Organisational Development

Summary

At its meeting on 28 March 2023, Cabinet Briefing considered a report from the Director of Children, Young People and Learning on a 'West Sussex County Council Employment and Skills Reset'. Cabinet Briefing endorsed the work being taken forward through four priority themes, including to 'Attract, retain, and develop a high-quality council workforce. Cabinet Briefing also endorsed the proposed first step in the employment and skills reset, to organise an employment and skills Executive Task and Finish Group (TFG), as agreed at Full Council in December 2022. This report sets out the recommendations from the Executive TFG. The terms of reference for the TFG are attached as Appendix B.

Recommendations

1. Maximising the Apprenticeship Levy to address workforce challenges

a) Increase apprenticeship levy spend through an "Apprenticeship First" approach to learning, development, skills enhancement, and recruitment
The Council currently has 350 apprentices. 79% of these are existing staff undertaking apprenticeships for their continuous professional development. The remaining 21% have been recruited externally. Currently, the Council advertises very few jobs as apprenticeship opportunities, and this results in the Council returning unspent Apprenticeship Levy to the government (approximately £40K) each month. In terms of recruitment, most hiring managers are seeking candidates who can 'hit the ground running' – that is, who already have all the skills, knowledge, and experience to do the job. There is an opportunity to make even better use of the Apprenticeship Levy by changing the Council's recruitment culture and increasing the number of candidates recruited in and onto apprenticeships in areas with workforce challenges such as hard to recruit to posts. This would increase candidate pools, create career and skills enhancement opportunities not only for existing staff but also for external candidates looking for career change/progression. As an example, it is hard for anyone to secure a management role if they have no management experience, yet there is a range of excellent management apprenticeships which could be used to develop existing staff and new recruits into those roles.

From a recruitment perspective, the Apprenticeship Team would need to work with other colleagues in HR and Organisational Development (OD) to scope this. Different approaches are used by different councils. For example, Southampton advertise all vacancies from grades 1-5 as apprenticeship opportunities first (i.e., as 'jobs with training') unless there is a service specific reason not to. At East Sussex County Council (ESCC), all full-time administrative roles have an

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Appendix A

apprenticeship automatically attached to them as an option. Any potential candidate can ask a recruiting manager about the possibility of doing an apprenticeship alongside the role. These roles are paid at the normal rate for the role and not an apprenticeship salary. An ESCC manager must opt out of having the apprenticeship attached to the role at the stage of adding the job to their recruitment system if they are not amenable to staff undertaking an apprenticeship.

In summary, the benefits would be:

- Expansion of the potential recruitment pool to assist in addressing workforce capacity and capability challenges.
- Reduction in unspent Apprenticeship Levy returned to government each month
- Increased skills enhancement opportunities for existing staff and external candidates.
- Improved age diversity in our workforce by bringing in more people at career entry level on to apprenticeships.

There is already good practice taking place in the Highways, Transport and Planning Service where there is a successful talent pipeline, through apprenticeships to grow our own Civil Engineers – a hard to recruit to role.

Proposed actions:

- Map all roles grade 6 and below to apprenticeship standards.
- All roles at grade 6 and below to be advertised as jobs 'with training' unless there is a clear rationale not to.
- All management roles to be advertised as jobs with the appropriate management apprenticeship embedded to demonstrate the opportunity for development.
- Develop career change opportunities via apprenticeships. By advertising more jobs as 'jobs with training' there is the potential to broaden the talent pool to include those seeking a career change. Once in post, individuals could be trained up via an apprenticeship programme.
- Identify which of our hard to recruit to roles could present opportunities for degree level apprenticeships (emulating the current approach to Social Worker in Children Young People & Learning and Civil Engineering apprenticeships in Highways, Transport and Planning) and seek to work with apprenticeship providers to progress.

b) Develop clear career pathways to "grow our own"

Career pathways exist in some hard to recruit areas already – e.g., Social Worker apprenticeships and Civil Engineer apprenticeships.

Proposed actions:

- To shine a light on good practice – e.g., in Highways, Transport and Planning where they are successfully growing their own civil engineers and consider how the approach could be mirrored in other parts of the organisation.
- Develop career pathways for social care roles in the first instance and look to expand from there.

2. Raising awareness and interest in the Council as an 'Employer of Choice' and enhance promotion of equal opportunity

a) Develop approaches to attract candidates with the widest spectrum of protected characteristics (who may require reasonable adjustments)

In terms of reasonable adjustments, there is County Council guidance which sets out Hiring Managers' responsibilities:

- During recruitment, managers can only ask candidates about adjustments that they might need to the recruitment process. They must not ask about adjustments needed to the job itself until an offer of employment has been made.
- Applicants must not be referred to occupational health or be asked to complete a medical questionnaire before the offer of a job is made.
- Candidates must be assessed on their ability to perform the role without any assumptions about their disability or health condition. Managers must not ask any questions about medical history or past sickness absence until an offer of employment has been made.
- Changes to the current process might include (other types of adjustment may be required dependent on specific circumstances):
 - o Providing information about the job and/or the application form in an alternative format.
 - o Extra time to complete an assessment, or, in some cases, the format of the assessment may need to be adapted or changed.
 - o Providing an interpreter or other support as required.

Proposed actions:

- Increase active and engaging promotion via social media of the Council's guaranteed interview scheme to support people with disabilities, veterans, and care leavers.
- Consider developing approaches for other priority groups and cohorts (e.g., refugees) and engaging colleagues in Communities
- Review job boards used for advertising to target those with protected characteristics who could take up jobs with training (e.g., through apprenticeships)
- Develop and refresh the Council's Employee Value Proposition (EVP), highlighting what the Council has to offer as an attractive employer. There is a wealth of job opportunities in the Council, covering a wide range of sectors including Social Care, Libraries, Highways Transport and Planning, HR, Finance, and Legal. This may also involve reviewing the Council's external website pages to ensure they are engaging and attracting as wide a candidate pool as possible.
- Continue to develop the Council's use of digital to promote roles including social media and videos rather than traditional advertising.
- Build on the work that the Council is already undertaking in terms of developing its approach to reasonable adjustments to ensure this covers our arrangements for recruitment and talent attraction
- Work with the Equality Staff Groups to better understand how we might be able to attract hard to reach groups to work for the organisation and to better understand the challenges they might face in securing employment.

b) Explore a different approach to some areas of recruitment where skills/experience of candidates are matched to available roles with mediation to support through the process

Proposed actions:

- Identify funding to appoint an Employability Practitioner which would be a two-year apprenticeship role to work with partner agencies (e.g., Department of Work and Pensions (DWP)) to highlight roles which individuals who are finding it hard to secure employment may be appropriate for with relevant (apprenticeship) training, and if required, providing support in the recruitment process.
- Should funding be secured, the Employability Practitioner could look to increase taster and work experience placements to train, upskill and support with CV development and interview training. The Practitioner would also support careers fairs to promote roles and the Council.
- Work with the Talent Attraction Team to scope the feasibility of an open/welcome day with appropriate hiring managers promoting their opportunities.
- As part of the Council's wider employment and skills reset, seek to influence and work more effectively with key players such as the DWP and district and borough councils' Journey to Work Programme to give more focus on County Council opportunities.
- Develop an attraction strategy to engage with more mature candidates highlighting what the Council can offer from a *return-to-work perspective*, focusing on health and wellbeing advantages and flexible working arrangements. This work will include consideration of how we might be able to provide opportunities for volunteers who may not believe they are able to get paid employment due to their personal responsibilities and circumstances.

3. Attracting Young People including care leavers

- a)** There is a range of existing careers information, advice, and guidance for young people in schools and colleges, including through the work of the Careers Hub and Careers Leads. However, traditionally Careers, Information, Advice and Guidance (CIAG) has tended to focus on careers in business, NHS, and those roles with a clear and defined career path. There is much less emphasis on the public sector as a whole; in part because the public sector has not positioned itself strongly in the CIAG arena.

Proposed actions:

- Explore closer relationships with schools and colleges around careers opportunities in the Council initially through the Work of the West Sussex Careers Hub to be hosted by the Council from 1 Sept. In particular, focus on the Chichester College Group and how we can collectively work more closely on this agenda.

b) Under-graduate and graduate internships

Internships are a proven way of introducing potential future employees to employers. Interns need to be able to work on defined projects with clear outcomes and be well supported to ensure they have a `good` experience and there would need to be promotion of the benefits of internships with staff. It is well known that a high level of interns seek longer-term employment with the organisation where they have had an internship.

Proposed actions:

- Develop a package of awareness raising and support for managers on the potential benefits of employing interns targeting our hard to recruit to roles in the first instance.
- Identify universities which offer suitable degrees to scope the potential for a partnership approach to developing a suitable and sustainable programme.

c) Develop a specific apprenticeship offering for care leavers

The number of care leavers who are NEET (not in education, employment, or training) has been increasing. The latest figure (end April 2023) on known NEET young people in West Sussex is 349 of which 63 are children looked after or care leavers.

Proposed actions:

- Engage with the Leaving Care Service and Lead in Education & Skills for careers advice to school leavers to better understand the existing offer.
- Recognise the proposal in the *Independent Review of Children's Social Care* headed by Josh McCallister that the Government should make care experience a protected characteristic and new legislation should be passed which broadens responsibilities across a wider set of public bodies and organisations.
- Identify and utilise job communication channels which target care leavers.
- Promote apprenticeship job opportunities to care leavers alongside promotion of a guaranteed interview scheme.
- Identify if funding is available to support the creation of a work readiness package of support.
- Ensure the Apprenticeship Team maximises opportunity to promote the Government Bursary for care leavers taking up apprenticeships (which rises to £3K in August 2023)

d) Sign up to care leaver Covenant

This would be a long-term aim, and only once the offer for care leavers has been clarified and is in place. The Leaving Care Service could advise on this area. The Care Leaver Covenant is a national inclusion programme that supports care leavers aged 16-25 to live independently. The aim of the Care Leaver Covenant, to which organisations commit, is to provide additional support for those leaving care; making available a different type of support and expertise from that statutorily provided by local authorities.

4. Strategic Planning to address challenges

Consider a 4-year strategic workforce plan in relation to the evolving focus for issues and pressures which would include:

- Segmented talent strategies and improved support to attract a diverse workforce, for example based on age demographics.
- Identify the role T-Levels could play to support the wider agenda. T-Levels offer students practical and knowledge-based learning at a school or college and on-the-job experience through an industry placement of at least 315 hours –

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approximately 45 days. The Council could provide the industry placements and there has been some interest from our schools in T-Levels.

- Work with district and borough councils, and other public sector organisations as appropriate to develop joint approaches to collective recruitment challenges and employee benefits.

5. Requests of Cabinet Members/Next steps

Next Steps

Cabinet is asked to approve the draft recommendations as detailed in the report, following which, these will be incorporated into the workplan for HR & OD.

Gavin Wright
Director of HR and Organisational Development

Executive Task and Finish Group - Terms of Reference West Sussex County Council Careers and Skills

1. Title of Task & Finish Group (TFG)

- 1.1 West Sussex County Council Careers and Skills

2. Chairman and Membership

- 2.1 Cllr Garry Wall (Chairman), Cllr Zak Ali, Cllr Keir Greenway, Cllr Elizabeth Sparkes, Cllr Jay Mercer, Cllr Andrew Kerry-Bedell and Cllr Natalie Pudaloff

3. Scope

- 3.1 Support for employment and skills is an important issue for the County Council, for its residents and for the labour market, businesses, and the wider economy. This is reflected in how the issue features in the Council Plan, as a priority in the Economy Plan 2020-2024, and as an emerging key theme in the West Sussex Economy Commission with the districts and borough councils.
- 3.2 There are significant shifts in the employment and skills landscape and in labour market trends nationally and regionally, with some arising from the pandemic.
- 3.3 In response, the County Council is progressing a reset of its approach to employment and skills. In light of the work underway and in response to a Notice of Motion on skills at Full Council in December 2022, the Leader has agreed an Executive Task and Finish Group (TFG) should be established.

4. Terms of Reference

- 4.1 The purpose of the TFG is to provide feedback on the opportunities for the Council as an employer to reset its role on careers and skills in West Sussex.
- 4.2 The TFG will consider the role of apprenticeships and internships in providing career pathways.
- 4.3 The TFG will also consider opportunities for vulnerable adults to be further supported into meaningful employment.
- 4.4 The considerations will fully comply with the Equality Act 2010 and the protected characteristics therein.
- 4.5 The TFG will agree feedback and any recommendations.

5. Timeframe and meeting arrangements

- 5.1 The Executive TFG will meet twice informally, in private.

- 5.2 The TFG will meet virtually for maximum flexibility.
- 5.3 April 2023 - terms of reference, meeting structure, and any additional evidence to inform the response will be agreed with the Chairman.
- 5.4 16 May 2023 – 10.30am – first meeting, 2 June 2023 – 10.30am – second and final meeting
- 5.5 June 2023 – TFG reviews and agrees recommended feedback by email and reports to the Leader and Cabinet Member.

6. Officer Support

- 6.1 Gavin Wright, Director of HR and Organisational Development, Jo Bentley, Apprenticeships and Learning and Development Commissioning Manager, HR, and Organisational Development, Carolyn Carr, Economic Development Strategic Lead, Place Services.

7. Reporting Mechanisms

- 7.1 The Executive Task and Finish Group will report to the Leader and Cabinet Member in June.

**Performance and Finance Scrutiny Committee Work Programme
September 2023 – March 2024**

Topic (including focus for scrutiny)	Type of scrutiny	Timing
<p>Quarter 1 (end of June) Performance and Resources Report (PRR)</p> <p>Focus for scrutiny: - The Committee is asked to consider the PRR. Its 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 its work programme for more in-depth scrutiny.</p>	Performance	September 2023
<p>Medium Term Financial Strategy (MTFS)</p> <p>Focus for scrutiny: -</p> <ul style="list-style-type: none"> • That work to update the Council Plan and Medium Term Financial Strategy (MTFS) takes into account the right internal and external factors and that the impact on the Council’s financial position over the next five years is fully described and understood. • That the financial position takes proper account of pressures within the current year and considers whether these are short or long term • That the report takes account of the best available data and evidence on future demand and income pressures for medium term planning • That inflationary pressures are understood and adequately reflected across the five years based on latest forecasts by the Office for Budget Responsibility • That the approach to balancing the budget through reduced costs and increased income sets good foundations for being able to set a balanced budget for 2024/25 and future years. • That the objectives of the Council Plan can be achieved within the available financial envelope • That there is sufficient information in terms of risks and how these will be managed and mitigated, including through the provision of a contingency and uncommitted reserves 	Budget	September 2023

Topic (including focus for scrutiny)	Type of scrutiny	Timing
<ul style="list-style-type: none"> That there is an appropriate level of assurance provided in the approach taken by officers and Cabinet in mitigating risk number 22 on the corporate risk register on financial stability. 		
<p>Outcomes of the Executive Task and Finish Group (TFG) – Careers and Skills</p> <p>Focus for scrutiny:-</p> <ul style="list-style-type: none"> That the recommendations meet the needs of the council in terms of the recruitment and retention issues being experienced and address the issues as raised in Corporate Risk (CR) 11. That the proposed actions are achievable and meet the priorities as set out in the Council Plan, specifically in relation to the best use of resources That work is underway to complete the proposed actions including the development of a 4-year strategic workforce plan. That sufficient resources are available to achieve the proposed actions. That the achievement of the actions is managed and monitored and progress reported through the PRR quarterly reports. 		September 2023
<p>Quarter 2 (end of September) Performance and Resources Report (PRR)</p> <p>Focus for scrutiny: -</p> <p>The Committee is asked to consider the PRR. Its 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 its work programme for more in-depth scrutiny.</p>	Performance	November 2023
<p>Pre-decision scrutiny – Centenary House Durrington and the Property Joint Venture</p> <p>Focus for scrutiny: -</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 	Key Decision scrutiny	November 2023

Topic (including focus for scrutiny)	Type of scrutiny	Timing
<p>considered and reviewed against appropriate criteria and principles including value for money</p> <ul style="list-style-type: none"> • 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 		
<p>Progress on the Joint Venture (JV) Partnership</p> <p>Focus for scrutiny: -</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>IT and Digitisation Strategy</p> <p>Focus for scrutiny: -</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 	Policy	November 2023

Topic (including focus for scrutiny)	Type of scrutiny	Timing
<p>consequences in relation to the services offered to clients/customers,</p> <ul style="list-style-type: none"> • 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>Capita in-sourcing</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>Focus for scrutiny to be agreed.</p>	Budget	January 2024
<p>Recruitment and Retention</p> <p>Focus for scrutiny to be agreed.</p>	Performance	January 2024
<p>Social Value & Procurement Strategy</p> <p>Focus for scrutiny to be agreed.</p>	Policy	January 2024
<p>Quarterly Performance and Resources Report (PRR)</p> <p>Focus for scrutiny: - The Committee is asked to consider the PRR. Its 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 its work programme for more in-depth scrutiny.</p>	Performance	March 2024
<p>SmartCore Up-date</p> <p>Focus for scrutiny to be agreed.</p>	Performance	TBC

Topic (including focus for scrutiny)	Type of scrutiny	Timing
Business Planning Group (BPG)		
Committee and BPG to monitor PRR in relation to Capital Programme (including Horsham Enterprise Park and Broadbridge Heath Retail Park), cyber security, Economy Plan, savings, change programmes and climate change to identify any issues arising for future scrutiny.	Performance	TBC
Income levels and Grant funding 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.	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: 17 August 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. Decisions may be taken by the Cabinet, the Cabinet Member for Finance and Property or by the relevant Cabinet Member in relation to assets under the control of the County Council in accordance with the approved and published Asset Management Strategy.</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	No consultees currently identified Representations concerning this proposed decision can be made to the decision maker via the report author.
Background documents (via website)	None
Lead officer (report author)	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill Tel: 033 022 22551

Procurement and Award of Contract: Corporate Grounds Maintenance	
<p>The Cabinet Member for Finance and Property has supported the commencement of an open procurement for the delivery of Grounds Maintenance Services. The scope of services covers various sites, including West Sussex libraries, fire Stations, storage depots and family and youth centres. West Sussex Schools are able to access the services on request.</p> <p>The contract is in fulfilment of the County Council’s statutory duty under section 3 of the Local Government Act 1999 and the procurement will also seek to drive service improvement and efficiency across the Council’s estate. Core services include general grounds maintenance, upkeep of grassed areas, hedges, shrub and rose bed areas and planting of annual bedding.</p> <p>The Assistant Director (Property and Assets) will be asked to agree the award of the contract to the bidder submitting the most economically advantageous tender in terms of cost and quality.</p>	
Decision by	Assistant Director (Property and Assets) (Andrew Edwards)
Date added	4 May 2023

Month	August 2023
Consultation/ Representations	None 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)	Emma Ford Tel: 033 022 22196
Contact	Suzannah Hill Tel: 033 022 22551

Performance and Resources Report - Quarter 1 2023/24

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.

Decision by	Cabinet
Date added	14 July 2023
Month	September 2023
Consultation/ Representations	The following will be consulted: All Scrutiny Committees Cabinet 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)	Fiona Morris Tel: 033 022 23811
Contact	Natalie Jones-Punch Tel: 033 022 25098

Support Services and Economic Development

Award of Contract: Worthing Railway Approach Public Realm Scheme	
<p>The Worthing Growth Programme (2017) identified a Worthing Public Realm Improvements programme in Worthing town centre to support the revival of the local economy by improving the quality and accessibility of public areas connecting Worthing station, the town centre and the seafront. Public consultation on the proposed scheme was undertaken in April 2021.</p> <p>The Cabinet Member for Support Services and Economic Development endorsed progression of the scheme in April 2023 (Ref: SSED05 22-23).</p> <p>The Assistant Director for Highways, Transport and Planning will be asked to award a contract for the construction of the Worthing Railway Approach public realm scheme and approve any required changes to parking enforcement (subject to a pending Traffic Regulation Order consultation).</p>	
Decision by	Assistant Director (Highways, Transport and Planning) (Matt Davey)
Date added	17 August 2023
Month	October 2023
Consultation/ Representations	<p>Public consultation was undertaken in 2021. No further consultees identified.</p> <p>Representation 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)	Stephen Reed Tel: 033 022 27328
Contact	Suzannah Hill Tel: 033 022 22551