

Leader and Cabinet Member for Finance and Resources	Ref No: FR10 19-20
September 2019	Key Decision: Yes
Total Performance Monitor (TPM) – June 2019 – Quarter 1	Part I
Report by Director of Finance and Support Services	Electoral Division(s): All

Summary

The finance (revenue and capital) savings programme, performance and workforce are currently monitored through the Total Performance Monitor (TPM). This monitoring and reporting mechanism brings together all these elements of the County Council's operation in a way of reporting an integrated view to all stakeholders. This report is intended for senior officers, Cabinet, Select committee members, all Members and the public.

The report also sets out how the funding for the recently approved Fire and Rescue and Children's Improvement plan (SSC03 19/20 and CYP02 19/20) will be managed within year and through the subsequent budget process.

The forecast year end revenue outturn position, as at the end of June 2019, across portfolio and non-portfolio budgets, is currently projecting an £18.7m overspend; prior to the use of the £3.4m Contingency Budget. Full details are provided within the covering report and Appendix A – the June 2019 TPM.

West Sussex Plan: Policy impact and context

The corporate performance and financial monitoring reported through the TPM supports the Council in delivering against all its priorities within the West Sussex Plan. More specifically, the proposals contained within this report are aligned with the Best Start in Life (Children's services investment), A Strong, Safe and Sustainable Place (Fire and Rescue investment), and a Council that works for the Community (maintaining sound financial standing, and delivering value for money).

Financial Impact

The financial impact is set out in this report.

Recommendations

That the Leader and the Cabinet Member for Finance and Resources:

- (1) note the overall performance position covering finance, savings and performance as set out in the report.
- (2) note that any remaining overspend for the 2019/20 year, following any mitigation actions, will have to be drawn from the Budget Management Reserve; which will inevitably reduce the County Council's financial resilience in future years.
- (3) with regard to the in-year funding requirements identified for Children's Services and Fire and Rescue Services, the Cabinet Member for Finance:
 - a) approves the transfer of £1.426m from the Contingency Budget to the Fire Inspection Improvements Reserve, to support the implementation of the Fire and Rescue Implementation Plan.
 - b) approves the transfer of £1.942m from the Contingency Budget to the Children's First Improvement Reserve, to support the implementation of the Performance Improvement Plan for Children's Services.
 - c) endorses the inclusion of future years' implications for both Children's and Fire and Rescue Services within the Medium Term Financial Strategy.

1. Background and Context

- 1.1 The Total Performance Monitor (TPM) provides a regular and transparent update of the County Council's operational and financial performance, to provide assurance regarding its current position and to highlight any areas where further review and/or other actions may be necessary to achieve the outcomes as set out in the West Sussex Plan, and/or maintain the Council's financial standing. It also provides a solid platform to inform any in-year resourcing decisions as may be required from time to time.
- 1.2 In that context, this interim report provides an update on the Council's forecast financial position, seeks approval to allocate resources in support of Children's Services and Fire and Rescue Services, and highlights the indicative future impact, risks and challenges facing the Council in managing such significant new spending pressures.

2. Summary of the Total Performance Monitor (TPM)

- 2.1 Further to the outcome of recent inspections, the County Council has committed to radically improve Children's and Fire and Rescue services, and the implementation of the related improvement plans will require additional investment over and above existing budgetary provision. Proposals are set out in the following sections.
- 2.2 Taking account of base monitoring information as at the end of June 2019, the outturn forecast position is currently reporting a £18.7m overspend. The overspending position includes the projected in year spend relating to the Children First and Fire Improvement plans following their agreement in July. Full details are provided in the TPM report attached (Appendix A).
- 2.3 The table below sets out the latest projected position by Portfolio.

Table 1: Indicative Outturn as at June 2019

Portfolio	Latest Budget £000	Actual Spend (As At June 2019) £000	Over/ Under spend (-) Compared to Latest Budget £000
Adults and Health	206,315	47,006	200
Children and Young People *	101,334	33,119	12,100
Corporate Relations	44,619	23,037	1,045
Education and Skills	23,111	(10,214)	671
Environment	63,105	8,201	700
Finance and Resources	12,766	529	(100)
Fire and Rescue and Communities*	36,047	6,210	1,626
Highways and Infrastructure	32,903	9,650	2,480
Leader (including Economy)	3,999	2,175	0
Portfolio Budgets Sub-Total	524,199	119,713	18,722
Non-Portfolio Budgets	53,698	28,042	0
Sources of Finance	(577,897)	(143,837)	0
Total Revenue Spend Projection			18,722

*Note – Includes estimated improvement plan spend for 2019/20.

- 2.4 Whilst acknowledging the need for investment, the emergence of such a significant indicative overspending at this early point in the year is of major concern. There is an obvious need for in year management actions to reduce the projected overspend impact. The Corporate Management Team is reviewing opportunities to reduce revenue spend in the current year, as well as looking to bring forward decisions from the 2020/21 strategic budget

options. Planned discretionary spending will also be reviewed in order to help mitigate the position.

- 2.5 The Cabinet Member for Safer, Stronger Communities agreed to secure and commit the resources needed to meet the requirements of the Improvement Plan and for these to be available to the Chief Fire Officer for the implementation of the plan in her decision report in July 2019 (SSC03 19/20) in which she endorsed the Fire Improvement Plan. The required budget for this plan is £1.426m in addition to the £0.4m already set aside in the 2018/19 Outturn Report.
- 2.6 The responsibility for allocating resources towards implementation of the improvement plan sits with the Chief Fire Officer in consultation with the Cabinet Members for Fire and Rescue and Communities. The financial monitoring of the delivery of Improvement Plan against the budget will be reported quarterly in the Total Performance Monitor. The draft budget is set out in Appendix B.
- 2.7 The Cabinet Member for Children and Young People agreed the commitment, in consultation with the Cabinet, to fund the investment required to deliver the improvement plan as described in the investment plan in his decision report in August 2019 (CYP02 19/20). The total funds required is £17.7m comprised of £5.1m permanent increase in the base budget and £12.6m to fund temporary activity.
- 2.8 The responsibility for allocating resources towards the implementation of Improvement Plan sits with the Director of Children's Services in consultation with the Cabinet Member for Children and Young People. The draft budget for the Improvement Plan is set out in Appendix C.
- 2.9 The County Council has £3.4m of Contingency Budget in 2019/20 for emerging pressures. It is proposed that the Contingency Budget is used to fund the in-year investment requirements for the Children First and Fire Improvement plans. The Cabinet Member for Finance and Resources is asked to approve the following transfers:
 - Transfer £1.942m from the Contingency Budget into the Children First Improvement Plan Reserve; and
 - Transfer £1.426m from the Contingency Budget into the Fire Inspection Improvement Reserve.
- 2.10 This authorised use of the Contingency will result in a reduction to the overall overspend projection to £15.354m; however this transfer will also reduce the

remaining contingency funding available to £0.032m, as demonstrated in the tables below:

Table 2: Indicative Outturn – Assuming Improvement Plan Funding is agreed by Cabinet Member for Finance and Resources

Portfolio	Latest Budget £000	Actual Spend (As At June 2019) £000	Over/ Under spend (-) Compared to Latest Budget £000
Adults and Health	206,315	47,006	200
Children and Young People	101,334	33,119	10,158
Corporate Relations	44,619	23,037	1,045
Education and Skills	23,111	(10,214)	671
Environment	63,105	8,201	700
Finance and Resources	12,766	529	(100)
Fire and Rescue and Communities*	36,047	6,210	200
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Leader (including Economy)	3,999	2,175	0
Portfolio Budgets Sub-Total	524,199	119,713	15,354
Non-Portfolio Budgets	53,698	28,042	0
Sources of Finance	(577,897)	(143,837)	0
Total Revenue Spend Projection			15,354

Table 3: Contingency Budget – Assuming Improvement Plan Funding is agreed by Cabinet Member for Finance and Resources

	Latest Budget £000	Committed Spend £000	Remaining Budget £000
Contingency	3,400		
Children First Improvement Plan Reserve		1,942	
Fire Inspection Improvement Reserve		1,426	
Balance Remaining			32

*Note – Costs associated with the Shoreham Air Show Inquest may be realised in 2019/20, therefore remaining funds are earmarked for use.

2.11 To enable a balanced budget at the end of the financial year, it is anticipated that the Council will need to draw down from the £26m Budget Management Reserve. Based on the remaining £15.4m overspend currently forecast,

the balance of the Budget Management Reserve would fall to £10.6m as demonstrated in the table below:

Table 4: Budget Management Reserve Projection

Budget Management Reserve	Balance at 1st of April 2019	£26.0m
	<i>/less projected drawdown required to fund balance of forecast overspend in-year</i>	<i>(£15.4m)</i>
	Forecast balance to carry forward to 2020/21	£10.6m

- 2.12 However, it should be emphasised that mitigation actions are being investigated to reduce the overall overspending liability which will force the use of the Council's reserves.

3. MTFS: Implications for Future Years

- 3.1 The Council's in-year position as outlined above, will have implications for future years, through:

- any recurring impact from the overspendings, increased and new spending pressures identified; and
- the proposed drawdown and allocation of reserves required to balance this year's budget. Members will appreciate that reserves provide a cushion to deal with unforeseen situations but their balances can only be used once.

- 3.2 The table below presents a high level update on the MTFS forecasts, building on those reported to Cabinet at its meeting on 11 July, allowing for the additional investment needs identified to date in respect of Children's and Fire and Rescue Services.

Table 5: Current MTFS Projection (as at 30th July 2019)

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Projected Budget Gap as at 30th July 2019	27,908	16,994	15,663	14,890	75,455
Children Services					
- One-off	6,873	(6,873)			0
- On-going	11,848	(2,020)	720		10,548
Fire and Rescue					
- One-off	100	(100)			0
- On-going	1,300				1,300

Revised Gap	48,029	8,001	16,383	14,890	87,303
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- 3.3 The table highlights that the indicative budget gap for 2020/21 is now estimated at £48m prior to planned savings and any additional Council Tax flexibilities or one-off grant which may emerge as government clarifies its funding of local government services over the autumn.
- 3.4 The County Council has clearly communicated its commitment to responding positively to the recent Ofsted and HMICFRS inspections and to securing the necessary resources to ensure sustainable improvement. The route to put in place the future years' funding needed is through the MTFS and associated budget decisions, acknowledging that prioritisation of these services will require resources to be diverted from other, lower priority areas.

4 Resources

- 4.1 The resource implications are set out within the attached TPM and covered above.

Factors taken into account

5 Consultation

- 5.1 The attached TPM reflects the performance position as at the end of June 2019 and has been reviewed by Cabinet Members and senior officers within the Authority. The report is to be shared with the Performance and Finance Select Committee members for consideration and scrutiny.

6 Risk Management Implications

- 6.1 The risk management implications are described and detailed within the TPM report.

7 Other Options Considered

- 7.1 Not Applicable

8 Equality Duty

- 8.1 An Equality Impact Report is not required for this decision. When this report is seeking approval for financial changes the impact will have been considered within the service as part of their decision process.

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Appendices:

Appendix A: Total Performance Monitor – June 2019

Appendix B: Fire Improvement Resource Plan – as at July 2019

Appendix C: Children First Improvement Plan – as at July 2019

TOTAL PERFORMANCE REPORT– JUNE 2019 (QUARTER 1 2019/20)

The financial performance (revenue and capital), savings delivery and business performance are monitored on a monthly basis through the Total Performance Monitor (TPM), with a more detailed report produced each quarter for consideration by the Performance and Finance Select Committee. This report is intended for the public, senior officers, and all members including Select Committee members and Cabinet.

Overview – National Economic Picture

1. The national picture for the UK economy as at the end of June 2019 reports that the economy has contracted by 0.2% in the second quarter of the year. The Bank of England has maintained the borrowing rate at 0.75% - where it has been since August 2018. The CPI inflation rate has been at a lower level than 2018; however the rate has slowly edged upwards, from 1.8% in January to 2.0% in July.
2. On the 9th August, the Chancellor of the Exchequer announced the delay of the planned three year Spending Review. The Treasury will instead carry out a one-year spending round, which will be completed in September, to give government departments 'financial certainty' as they prepare for Brexit.
3. The impact of the Brexit position on the prospects for the economy and in turn, public spending, is yet to become clear. We will watch the coming weeks and months for any sign of what this may mean for future public finances and the resources to local authorities.

Overview – Local Authority Funding

4. 2019/20 was the final year of a four-year fixed finance settlement for local government, which provided a platform for service planning to help ensure the financial sustainability of the authority.
5. Although there has been confirmation of a one year Spending Review, there remains a lack of clarity regarding the planned Fair Funding Review and Business Rate Retention reforms, which has created considerable uncertainty over future local government funding.
6. Collectively, these three inter-related initiatives could fundamentally reform the local government finance environment as they will determine:
 - how much funding will be available to public services (including local government) as a whole;
 - the means by which that funding will be shared across individual local authorities, based on new arrangements for assessing their spending needs and their ability for raising resources (such as through council tax);
 - how local business rates would be distributed.
7. We await developments on all strands of the Government's reform agenda and continue to press for the best deal for West Sussex residents.

8. The risk to Local Authorities, not least given the national political environment, is the continuing uncertainty regarding funding levels and the impact on service planning. This, coupled with potential economic turbulence over the medium term, puts the emphasis strongly on local authorities maintaining robust control over their key cost drivers.

Financial Summary

9. The forecast outturn position on portfolio budgets as at the end of June is currently reporting a £18.7m overspend. To help mitigate the overspend position, the process to limit the filling of vacancies to only business critical post has continued as well as a review of the savings plans for 2020/21 to identify any opportunities which could be brought forward into this financial year.

10. A detailed explanation of the financial position is reported in the table below:

Table One – Summary of 2019/20 Pressures and Mitigations

Portfolio	Pressures	(£m)	Mitigations and Underspending	(£m)	Variation To Budget (£m)
Adults & Health	Expected increase of fees and volumes of post mortems in the Mortuary Service - as experienced in 2018/19.	£0.200m	Drawdown from the Improved Better Care Fund.	(£4.500m)	
	Risk that demand growth will not be absorbed in line with budget assumptions.	£2.000m			
	Overspending on care costs.	£0.800m			
	Delay in agreement of the Shaw contract variation.	£0.700m			
	Residual saving outstanding on Lifelong Services.	£1.000m			
Adults' & Health Portfolio - Total		£4.700m		(£4.500m)	£0.200m
Children & Young People	Improvement plan expenditure over and above the £5.2m earmarked grant funding.	£1.942m	Increased grant for UASC placements.	(£0.275m)	
	Non delivery of savings.	£3.820m			
	Placements pressure due to increased volumes of Children Looked After.	£6.613m			
Children and Young People Portfolio - Total		£12.375m		(£0.275m)	£12.100m
Corporate Relations	Non-delivery of savings within HR and Legal Services.	£0.627m			
	Overspending in Facilities Maintenance.	£0.350m			
	Other minor variations.	£0.068m			
Corporate Relations Portfolio – Total		£1.045m		(£0m)	£1.045m
Education & Skills	Home to School Transport costs; predominantly Special Educational Needs.	£1.057m	Management action undertaken to reduce number of existing pupils requiring solo taxis.	(£0.200m)	
			Other minor variations including staffing underspends.	(£0.186m)	
Education and Skills Portfolio –Total		£1.057m		(£0.386m)	£0.671m

Portfolio	Pressures	(£m)	Mitigations and Underspending	(£m)	Variation To Budget (£m)
Environment Portfolio	Net disposal pressure largely due to the delay in RDF saving due to bailer implementation and transportation logistics.	£0.203m	Net reduction in tonnages within waste recycling.	(£0.203m)	
	Increase in insurance premium at the Mechanical and Biological Treatment Centre.	£0.700m			
Environment Portfolio –Total		£0.903m		(£0.203m)	£0.700m
Finance & Resources			Expected early saving from income generation properties.	(£0.100m)	
Finance and Resources Portfolio –Total		£0m		(£0.100m)	(£0.100m)
Fire and Rescue & Communities	Balance of resource required for the Fire Improvement Plan.	£1.426m			
	Increase in expected fire pension charge over and above increased grant from Government.	£0.200m			
Fire and Rescue and Communities Portfolio – Total		£1.626m		(£0m)	£1.626m
Highways & Infrastructure	Non-delivery of savings from Highways term maintenance contract (£1.106 from 2018/19 & £0.374m 2019/20).	£1.480m			
	Net estimated legal and procurement costs relating to retendering the highways contract.	£0.300m			
	Increased net cost of vehicle and driver services.	£0.350m			
	National Concessionary Fares pressure based on latest data from Q4 2018/19.	£0.250m			
	Other minor variations.	£0.100m			
Highways and Infrastructure Portfolio –Total		£2.480m		(£0m)	£2.480m
Total Pressure/Mitigation		£24.186m		(£5.464m)	£18.722m
Proposed Draw Down from the Contingency Budget - Subject to Cabinet Member for Finance and Resources Decision					(£3.368m)
Projected Overspend (Including assumed draw down from the Contingency Budget)					£15.354m

Contingency Budget	Original Budget for 2019/20	£3.400m
	Proposed Transfer – Children First Improvement Reserve	(£1.942m)
	Proposed Transfer – Fire Inspection Improvement Reserve	(£1.426m)
	Contingency Budget Remaining	£0.032m
	<i>Note: Contingency funding may be required to fund in year costs associated with the Shoreham Air Show Inquest. Amount and timing unknown at this stage.</i>	

11. The projected overspend includes the estimated in year costs relating to the Children's First Improvement Plan and Fire Improvement Plan which are requested to be funded from the 2019/20 contingency funding.

DECISION REQUEST – The Cabinet Member for Finance and Resources will be asked to approve a transfer for £1.942m from the 2019/20 Contingency Budget to the Children First Improvement Plan Reserve and £1.426m from the 2019/20 Contingency Budget to the Fire Inspection Improvement Reserve.

12. The use of the Contingency Budget to fund the two improvement plans will leave a corporate projected overspend of £15.354m.
13. In the event that it is necessary for the Council to draw down from reserves to fund the projected overspend, the following table demonstrates the impact on the Budget Management Reserve. Based on the remaining £15.4m overspend currently forecast, the balance of the Budget Management Reserve would fall to £10.6m:

Budget Management Reserve	2019/20 Budget Management Reserve	£26.0m
	<i>less drawdown required to fund balance of forecast overspend in-year</i>	<i>(£15.4m)</i>
	Forecast balance to carry forward to 2020/21	£10.6m

14. The Budget Management Reserve is the Council's primary source of flexibility for managing budget overspends in year. To give some context, the reserve's £10.6m balance is roughly 2% of the Council's Net Expenditure Budget for 2019/20, or just over a quarter of the savings and spending reductions required to balance 2020/21 (i.e. £11.5m budgeted savings identified plus £27.9m remaining budget gap).
15. If the Council does not implement ways to address the forecast overspend, having such a low balance on the Budget Management Reserve places huge strain on the Council's financial resilience. This is particularly relevant given:
 - the future years' pressures identified in the Children First and Fire Improvement Plans;
 - the unprecedented financial uncertainty for local government due to the delays to the Spending Review, Fair Funding Review and Business Rates Reform, and
 - the lack of clarity about the national political situation.
16. The Medium Term Financial Strategy has been updated to include the future contributions identified.

Mitigation Plans

17. Mitigation plans to reduce the current projected overspend position are currently under review. Areas of opportunity include:
 - The process to limit the filling of vacancies to only business critical post has continued into 2019/20;
 - 2020/21 savings plans are being reviewed with a view to identify early savings in 2019/20;
 - Potential in-year mitigation in services such as delivering to reduced specifications.

Financial Update by Portfolio

Adults and Health

18. The Adults and Health portfolio continues to be a challenging budget area and is currently projecting a £0.2m overspend. This overspending is as a result of the continued pressure experienced in 2018/19 within the Coroner's Service. This is due to increased costs associated with additional assistant coroner capacity (£0.040m), pathology fees and toxicology tests (£0.120m), along with the contract costs for the removal and storage of bodies (£0.040m).
19. Within the main Adults Social Care services, the budgets are currently projecting a balanced position although, it should be recognised that the immediate outlook for the social care budget is challenging. There are a combination of reasons for this, several of which are intrinsically linked:

- **Number of customers** - The mild winter resulted in the size of the older people's customer group being around 30 greater at the end of 2018/19 than had been assumed when the budget for 2019/20 was set. Whilst this is due to seasonal factors which are likely to revert to trend over time, its impact is being compounded by increases in demand during April and May which have been above average, most of which has been in residential, where placements are 36 higher. This is counter to the business plan target for the proportion of customers in residential care to reduce in 2019/20.

The proportion of older people placed in residential care (50%) is above the business plan target (47%). The impact of this continues to be exacerbated by sustained increases in the number of placements for which an agreed rate is needing to be paid, rather than the County Council's usual maximum, in markets where conditions are challenging and supply is being affected by provider failures. When allied to pressures within physical disability, where the average package costs has risen by nearly 13% in the last twelve months, there is overspending potential of around £0.8m.

- **Agreed rates** - The number of residential placements for which an agreed rate is needing to be paid, rather than the County Council's usual maximum, has risen by a net 21 from March to May. The cost premium that has accompanied this represents the continuation of a trend which has been evident since September and is an indication of the extent to which the County Council's position remains relatively weak in a market where supply is also being affected by provider failures. When added to the pressure which is being created by volumes, the result is an underlying risk of around £0.8m.
- **Shaw contract** - The proposed contract variation, which originally was expected to be in place from October 2018, remains unsigned. After allowing for some mitigating action that has been taken, £0.7m of the savings target of £1.0m is still undelivered. The service is undertaking a thorough review of the contract to define opportunities to mitigate the impact of the delayed savings.
- **Learning Disabilities** - Actions are in train which are forecast to realise at least £1m of the £2m savings target expected from Lifelong Services (including

the residual £0.8m which is outstanding in relation to the 2017/18 budget recovery plan). The balancing £1m is at risk, though plans are being developed which may enable some in-roads to be made into this.

20. It is unlikely that the budget assumption that £2m of demand growth will be capable of being absorbed within the limits of existing resources will be delivered since two of the measures expected to contribute significantly towards this – Supporting Lives, Connecting People and technology enabled care – will not realise significant benefits until 2020/21 at the earliest. The impact that this will create will only become apparent in time, but for now it means that the risk to the budget effectively exists over a range that extends to £4.5m. There will be opportunity to mitigate a risk of this level through the Improved Better Care Fund (iBCF) under the condition of “meeting adult social care needs”. In that respect the County Council is planning to use the iBCF in a similar way to almost all local authorities with adult social care responsibilities. However, this does not make it a permanent solution, especially as the future of the iBCF beyond 2019/20 is not yet confirmed, and so it continues to underline the importance of sustainable ways being found to deliver the County Council’s ambitions for promoting independence.

Children and Young People

21. The Children and Young People portfolio is projecting a £12.1m overspend at this stage of the financial year. This is due to demand pressures of:
- Additional requirement to fund the Children First Improvement Plan - £1.9m;
 - Placement demand pressures for Children Looked After - £6.4m;
 - Non delivery of savings - £3.8m.
22. To support the improvements required in Children’s Social Care, the remaining Social Care Support Grant of £5.2m has been earmarked, however current expenditure plans indicate that a further £1.9m will be required in this financial year. The Cabinet Member for Finance and Resources will be requested to approve a transfer of £1.9m from the Contingency Budget into a Children First Improvement Reserve to fund the 2019/20 elements of the plan. A summary of the in-year plan is shown in the table below:

Table Two– Children First Improvement Planned Spend 2019/2020

Children First Improvement Plan - Estimated Expenditure Spend	2019/20 £000
Additional Operational Staff	£ 466
Corporate Support	£ 451
Improvement Team	£ 2,387
Training - Learning and Development	£ 250
Workforce Retention	£ 3,200
Contingency	£ 431
Total Budget Required	£ 7,185
Funding	
Social Care Support Grant	£ 5,243
MTFS Allocation	£ -
Current Shortfall/ Additional Budget Request	£ 1,942
Total	£ 7,185

23. Since February 2019, the volume of placements has followed a steep rising trend; the Children Looked After (CLA) (excluding asylum seeking children) cohort has increased from 626 in February to 663 in June; a 6% increase. In addition, the proportion of placements being purchased from the external market has increased. In 2018/19 the percentage of placements made internally was 58.5% with 41.5% of external provision; however as at June 2019, the placement mix was 53.3% internal and 46.7% external - a movement of 5.2% of the CLA placement provision. This, combined with the full year cost of placements made part way through last year, is leading the projected overspend in this area.
24. It should be noted that the current placement forecast is based on known commitments plus an assumption that the rate of increase in volumes seen in recent months will continue for the remainder of the financial year; it does not allow for any reductions in volumes or cost, or improvements in the purchasing mix which might be achieved in the year. It is also important to recognise that the number of CLA placements per 10,000 population in West Sussex is significantly lower than that of our statistical neighbours. If our numbers were to increase to the same level as our statistical neighbours then this would equate to an additional 135 placements (excluding asylum) as at July, with an indicative additional full year cost of £4.9m.
25. Currently, it is anticipated that the saving associated with the review of Early Help will only be part delivered in 2019/20, resulting in a £1.9m shortfall. In addition, there are further savings of £1.9m relating to placements, public law outline and section 17 client expenditure which are highly unlikely to be delivered following the Ofsted inspection. Overall, the non-delivery of savings within the portfolio is currently reported at £3.8m.
26. The 2019/20 budget included £5.5m of additional investment in children's social care work. Current projections indicate that this funding is sufficient to cover the current staffing establishment; however this area continues to be reviewed in-line with the

current caseloads, which although reducing, remain higher than the Service have committed to.

Corporate Relations

27. The Facilities Management budget continues to experience pressure on maintenance and cleaning in 2019/20 and is currently projecting a year-end overspend of £0.350m. It should be noted that this overspend is based on a constrained service provision, delivering to the same standard as 2018/19.
28. Human Resources and Organisational Change are projecting a net £0.377m overspend due to the expected non or part delivery of savings in year. The service is only expecting to deliver £0.2m of an original £0.4m of agency reduction saving in year. Other savings which are likely to fall short of the original savings plan include the outplacement contract, private, voluntary and independent (PVI) sector training and the plan to centralised the Learning and Development function within the organisation; however mitigations have been sought and the review of terms and conditions is hoped to deliver £0.110m more than the £0.180m originally expected.
29. We have been made aware this month that Surrey County Council has withdrawn from the ORBIS public law project. As Surrey County Council was a major partner, this announcement has led to the whole project being suspended. Whilst there may be opportunities to work with the remaining partners more closely, the opportunity to see significant savings will be greatly reduced. We are therefore forecasting that the predicted saving of £0.250m will not be deliverable.
30. As reported in the Children's and Young People portfolio narrative, there is an increase in the number of Children Looked After cases coming into the Authority and this is likely to result in additional pressure on legal resources as the year unfolds. The Service is working to contain all additional case pressure within existing resources where possible.

Education and Skills

31. The Education and Skills portfolio is projecting a £0.671m overspend. The main area of overspend relates to the cost of Home to School Transport. In 2018/19, the Home to School Transport service overspent by £2.731m due to increased complexities, demand and costs experienced since the start of the 2017/18 academic year. An additional £2.4m has been added to this budget for 2019/20, however despite these additional funds, it is still estimated that the Home to School Transport budget will be overspent by net £0.9m this financial year.
32. Due to the continued pressure on the Home to School Transport budget, there has been a focus to review solo taxi provision for SEND pupils. Over 200 pupils receive solo taxi transport from home to school because of age, SEND or other circumstances - e.g. behaviour. Analysis shows around 35% of pupils travelling alone have solo provision due to needs. The others journeys are due to geography/ only child at the school. Following a review, 18 pupils who were on annual solo taxi contracts are now sharing or with confirmed start dates for sharing in July or September (£0.2m).

Overall numbers of solo taxi's remain steady, which suggests the review work is moderating the overall spend against a forecast overspend. Special Educational Needs Assessment Team have also reviewed solo taxi approval process, and all assessment now go through scrutiny Panel with transport representative invited to the meeting.

Dedicated Schools Grant - DSG

33. The Dedicated Schools Grant (DSG) initial allocation in 2019/20 totals £597.1m and is made up of four separate funding blocks:

- Schools Block - £459.3m;
- High Needs Block - £80.5m;
- Central School Services Block - £8.6m and
- Early Years Block - £48.7m.

34. The balance on the Dedicated Schools Grant reserve at the beginning of the 2019/20 financial year stood at £6.245m. Schools Forum has already agreed a £2.4m transfer from these reserves when setting the High Needs budget for 2019/20, and a £0.364m transfer of uncommitted School Banker Funds into the General DSG Reserve. The uncommitted School Banker Funding is the balance of unspent project funding previously allocated to groups of schools for specific projects; these projects are now complete leaving the unspent allocation to be returned to the DSG Reserve. A breakdown of the current balance is set out in the table below:

	Early Years DSG Reserve	Schools DSG Reserve	General DSG Reserve	Total DSG Reserves
2019/20 Opening Balance	£0.500m	£0.653m	£5.092m	£6.245m
Transfer to High Needs	-	-	(£2.400m)	(£2.400m)
School Banker Fund Balance	-	-	£0.364m	£0.364m
2019/20 Current Balance	£0.500m	£0.653m	£3.056m	£4.209m

35. **Schools Block** – Apart from £2.7m which is held back to fund pupil growth this September, the rest of the Schools Block is delegated to schools. Following the admission round in March/ April 2019, £3.2m has been allocated to 32 primary schools and 28 secondary schools (including 10 primary and 13 secondary academies) from this Growth Fund this year. A further £0.1m is also likely to be incurred in relation to top-up summer term funding and agreed diseconomy costs for new Basic Need academies that are filling incrementally year on year. As a result, it is currently estimated that the Growth Fund will overspend by £0.6m this year. This overspending can be funded from the £0.653m currently held in the Schools DSG Reserve.

36. **High Needs Block** – Despite the forecasted overspending on the Growth Fund, it is the in-year pressures within the High Needs Block that are of greatest concern to the County Council.

37. Our High Needs expenditure within West Sussex is largely driven by the number of pupils with an Education and Health Care Plan (EHCP), with £78m being spent on

educational placements and £6m in other areas such as staffing, transport and collaborative and preventative initiatives.

38. This year, despite a £3m increase in our High Needs DSG allocation, savings of £1.1m and a £2.4m transfer from DSG reserves, the County Council has still had to reduce its central costs charged against the grant by £1.5m and contribute a further £1m from its own budget in order to set the 2019/20 High Needs budget.
39. Despite the additional County Council funding, the High Needs Block is still currently forecast to overspend by £1.184m this year. This projected overspending can be funded from the £3.056m currently held in the General DSG Reserve.
40. The main reasons for the High Needs spending pressures being experienced in West Sussex are:
 - SEND reforms have raised the expectation of children, young people and their families and there is now an expectation that young people will stay in education until they reach 25. The number of children who have an Education and Health Care Plan (EHCP) has continued to rise in this financial year; as at 30th June 2019, the total stood at 5,440. This is an increase of 173 since the beginning of the year, which is higher than at the same stage of the year in each of the last four years.
 - The needs of children with special educational needs and/or disabilities are becoming more complex and this is driving increased financial pressures across the system. There is a shortage of local specialist educational provision to meet need, particularly in relation to Autism Spectrum Disorder, and this is resulting in increased specialist placements with independent providers. We are also seeing increased demand for top-up funding across all settings.
 - There is a lack of capacity within mainstream settings to provide a graduated response to additional needs. Many schools are facing financial pressures and therefore do not have the capacity to provide additional support to pupils. As a result, this is driving up the demand for the more specialist education services as children with low level SEND who could potentially attend mainstream schools are being educated in more specialist provision. This is coupled with an increase in the number of pupils being excluded and the need to provide costly alternative provision.
 - Parental requests for specific high cost placements and tribunal decisions to support parental preference are also further driving demands on the High Needs.

Environment

41. Our waste disposal contractor has recently received notice from the Mechanical and Biological Treatment (MBT) Centre insurers that they are leaving the insurance market at the end of July; therefore a new insurance provider for the building is currently being sought. Initial quotations from other insurance providers to provide cover

indicate that it is highly likely that the insurance premium will increase substantially. It is currently estimated that this issue will cost an additional £0.7m. Other insurance options are being explored by the service.

42. The 2019/20 budget expects 100% of the Refuse Derived Fuel (RDF) produced to be available for disposal through the RDF contract; an increase of 50% from the 2018/19 financial year. To enable this increase, a second bailer/ wrapper has been installed and has started to increase the volume of RDF available for onward transportation through the contract. There will be a short implementation period which will result in less RDF available for transportation through the contract than envisaged as the new bailer becomes fully operational.
43. In addition, the fire at the Westhampnett Household Waste Recycling Site on the 2nd April led to the closure of the site for over a month with a partial opening for specific waste during May. It is estimated that the fire burned around 500 tonnes of waste including some recycling waste destined to be sold. The full financial impact of the fire is not known at this stage
44. We have seen that tonnages are less than expected in the first two months of the financial year and it is hoped that continued reductions in waste tonnages will help to reduce this overspending position, and mitigate the pressures arising from the delay in the RDF disposal, however at this early stage of the financial year, it is too early to be sure and the outturn position reflects this uncertainty.

Finance and Resources

45. It is estimated that £0.1m of early savings will be generated this year from the County Council's investment properties.

Fire and Rescue and Communities

46. The Fire Service is currently projecting a £1.6m overspend. The majority of this projected overspend (£1.4m) relates to an required increase in resource in the Fire Service to fund the Fire Service Improvement Plan following the concerns raised by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service's (HMICFRS) recent inspection.
47. The £1.4m is in addition to the agreed £0.4m carry forward from 2018/19 held in the Fire Inspection Improvement Reserve. The Cabinet Member for Finance and Resources will be requested to approve a transfer of £1.4m from the Contingency Budget into the Fire Inspection Improvement Reserve to fund the 2019/20 elements of the plan to mitigate the overspend position.
48. In addition, the County Council had been expecting a £1.9m grant from the Home Office in relation to the increase in the employer's contribution rate for fire pensions, however only £1.7m has been allocated to West Sussex leaving the County Council to

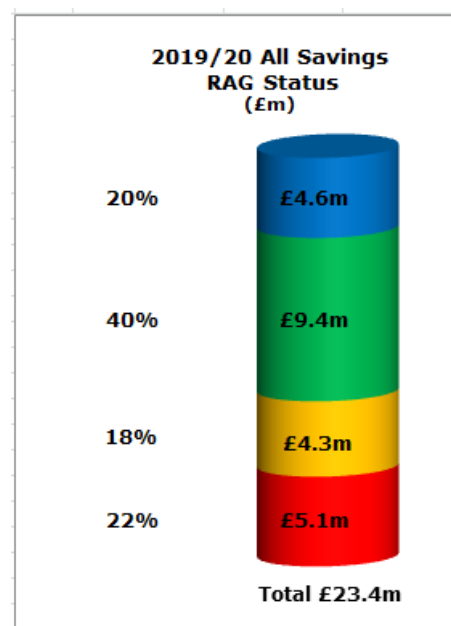
fund the £0.2m shortfall. The government will continue to be lobbied to fund the additional costs in full.

Highways and Infrastructure

49. The Highways and Infrastructure Portfolio is projecting a £2.480m overspend. Of this total, £1.780m relates to the Highways Maintenance budget. The delay in procuring the new contracts means it is unlikely that the associated savings (£1.106m from 2018/19 and £0.374m 2019/20) will be delivered. The current timetable anticipates contract start dates of 1st April 2020, however until the procurement process is completed, we cannot be certain when these savings will be realised. In addition to this, procurement and legal costs relating to the retendering are expected to lead to an additional overspending of £0.300m; however these areas remains under scrutiny and options are being explored to find potential mitigations.
50. The English National Concessionary Travel Scheme is projecting an overspending of £0.250m. Of this, £0.2m is due to an increase in journey numbers and £0.050m is related to savings on the discretionary elements of the scheme that are currently paused.
51. Journey numbers, under the Concessionary Travel Scheme, were higher than forecast during the final quarter of 2018/19, which has led, due to the timing of receiving the information, to an additional £0.1m cost to be met from the 2019/20 budget. Factoring the ongoing impact of this into 2019/20 increases forecast journey numbers and therefore, increases the projected reimbursement costs by £0.1m.
52. Whilst estimated journey numbers have increased from the forecast level, it should be noted that the overall national trend remains downward and West Sussex data continues to reflect this. Outturn journeys have reduced from a peak of 10.4m in 2014/15 to 9.5m in 2018/19 and a forecast of 9.4m for 2019/20.
53. The overspend on the Transport Bureau budget is projected to be £0.350m during 2019/20. It should be noted that there has been a general increase in the use of the in house service, particularly within Education which has affected the current financial position, however overspending pressure can broadly be explained as follows:
 - £0.210m of staffing cost pressures, including the impact of higher pay awards for lower graded staff (national living wage);
 - £0.060m of vehicle fuel pressure, and
 - £0.080m projected overspending on other vehicle budgets which includes the impact of increased maintenance/ safety checks in line with regulations.

Outlook for the Savings Programme

54. The 2019/20 savings target across portfolio budgets is £23.4m. Of this amount, £14.0m (60%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism, £4.3m (18%) is judged as amber where further work is required to ensure the saving can be achieved and £5.1m (22%) is judged as red with no expectation of delivery. A list of the 2019/20 savings and their current RAG status is reported in Appendix 2.
55. The savings judged as red with no expectation of delivery are included in the overall £18.7m projected overspend outturn position. Further saving plans are under review to deliver or mitigate savings which are currently judged as at risk of delivery with updates to be provided in future reports.



Non Portfolio Budgets

56. Following confirmation of the business rates forecasts from the District and Boroughs for 2019/20, there is an additional £1.941m of funding available in relation to the 75% Business Rates Pilot Scheme. The budget has been increased to reflect this and will be transferred into the Business Rates Pilot Reserve and used to support the digital infrastructure across the County. The final business rates figures for 2019/20 will be confirmed after the year end.
57. The final £0.087m Brexit Preparations Grant instalment has recently been received. This payment is the second instalment of one-off funding which has been allocated by government to support Local Authorities' preparations for Brexit. The funds have been transferred into a reserve whilst detailed plans are considered for the best use of this funding.

Capital Programme

58. The 2019/20 capital programme; as approved at the February 2019 County Council, agreed a programme totalling £109.0m for 2019/20. The overall capital monitor, as set out in Appendix 3, shows the spending forecast for 2019/20 totalling £116.7m, with £104.4m on core services and £12.3m on income generating initiatives. The detailed monitoring of programme will be included in the Capital Programme report presented to the Performance and Finance Select Committee in October 2019.

Corporate Transformation Reserve

59. The Transformation Reserve opening balance as at 1st April 2019 was £6.747m. An additional £6.500m has been added to the reserve from the Budget Management Reserve following the approval by County Council on 15th February 2019, giving a total balance available of £13.247m.
60. As at the end of June, £0.615m has been spent from the Transformation Reserves with a further £6.794m currently forecast as committed spend for the remaining nine months of the 2019/20 financial year (a total forecast spend of £7.409m of 2019/20).

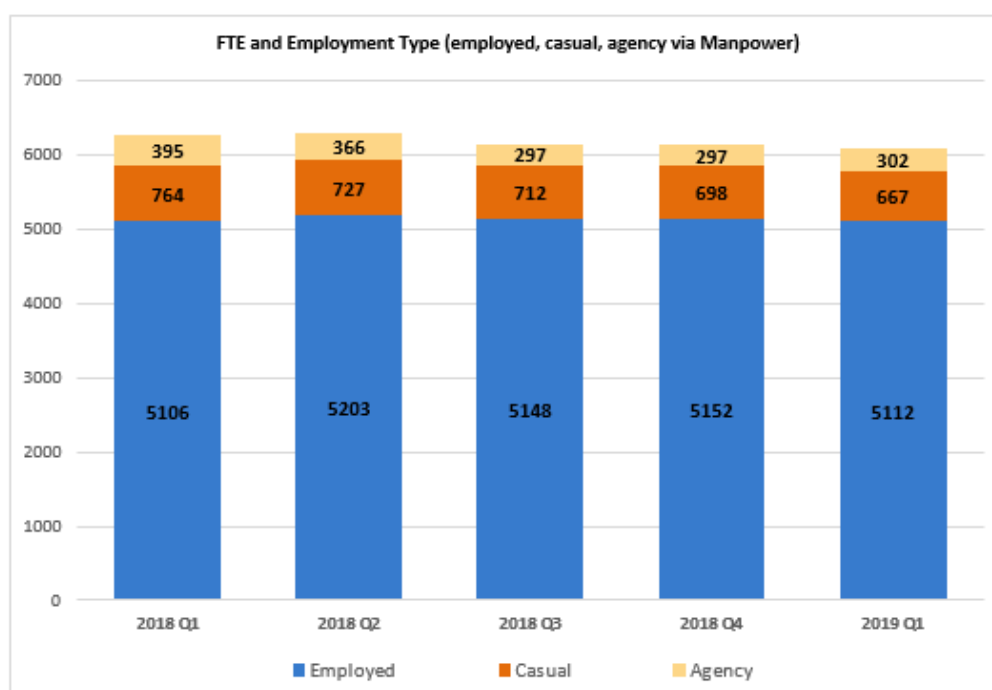
Projects Funded by Transformation Reserve	Total Projected Spend In 2019/20 £000	Reserve Summary £000
Transformation Reserve Opening Balance		(6,747)
Additional reserve allocation		(6,500)
Total Funds Available		(13,247)
2019/20 Transformation Spending Projection		
Whole Council Design Programme	6,195	
Pre-Whole Council Design Programme	664	
Other Transformation Activity	550	
Allocated Spend 2019/20		7,409
Transformation Reserve Closing Balance - 31st March 2020		(5,838)
Allocated Spend 2020/21		799
Allocated Spend 2021/22		68
Unallocated Transformation Reserve		(4,971)

61. The Transformation Portfolio Office (TPO) team have funding for 15.85 FTE which equates to a total staffing cost of £1.125m per year. Of this budget, £0.864m is funded through the County Council's base funding and a further £0.261m is funded through the Transformation Reserve and is included in the projected spending totals above.
62. Appendix 4 contains an overview of the work currently underway within the County Council's Whole Council Design Transformation Programme. The report gives details of the initiatives, costs and benefits of the work being undertaken. The Programme is funded from the Transformation Reserve.

Workforce

63. The chart below shows a high-level breakdown of the West Sussex County Council workforce by quarter since April 2018. 'Employed' shows this figure for Active

Headcount (number of people employed on 28th of last month of each reporting period).



	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1
Employed	82%	83%	84%	84%	84%
Casual	12%	12%	12%	11%	11%
Agency	6%	6%	5%	5%	5%

64. Sickness absence for 2019/20 Q1 was 2.6 days per employee (equivalent to 10.4 days per annum) a level similar level to Q1 2018/19 which had a level of 2.7 days per employee. This level is higher than the average of nine days for English county local councils as reported by the Local Government Association (LGA). WSCC figures are likely to be higher owing to the LGA figures being based on working days lost and our figures being based on calendar days lost (system limitations mean that we are unable to report on working days). Sickness absence was 12.3 days per employee for 2018/19. This quarter's sickness data is calculated through the new methodology of apportioning calendar days lost through sickness absence into the correct quarter(s). Previously, sickness absence that spanned more than one quarter was all reported in the quarter that the employee returned to work.
65. For 2019/20 Q1 the top two reasons for our long-term sickness absence are (a) physical injuries/impairments (Musculoskeletal, fractures, injury, surgery) and (b) poor mental health (anxiety, depression, stress). Actions being taken to improve the position include: joint working with Public Health to embed employee wellbeing and public health interventions within the Workforce/People Strategy (e.g. mental health first aiders; establishment and promotion of a mental health staff network); reviewing resilience and mental health training; a revising our performance management procedure with a greater emphasis on employee wellbeing and on early intervention to minimise absence and achieve earlier return from absence.

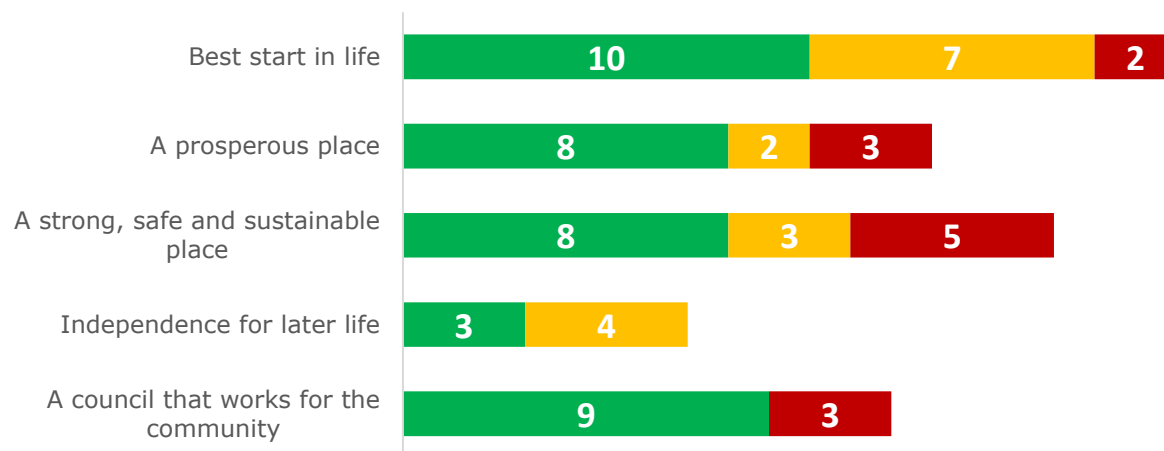
66. Appraisal outcomes for 2018/19 show a completion rate of 73.1% (as at Q1) of which 81% of staff were rated as 'Good' or 'Exceptional'. Staff appraisals are a key aspect in ensuring that we perform to the best of our ability and continuously develop and improve. We have changed the performance appraisal guidance to define and articulate better what satisfactory performance looks like (i.e. good or exceptional). From April 2020, incremental progression will be based on staff achieving a rating to support incremental progression. With a greater alignment between pay increments and appraisal ratings, we will be in better place to drive up completion rates through increased awareness and socialisation of line manager responsibilities and in year monitoring and sampling.

June TPM

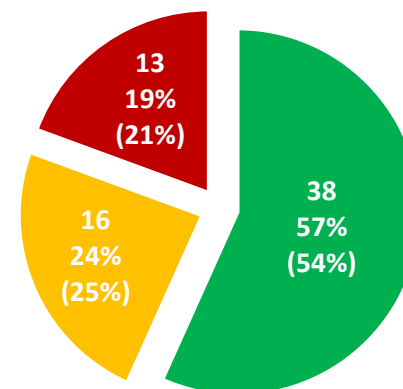
Performance exception report




















This report provides the latest position against the West Sussex Plan (2017-22) and includes challenge commentary against new REDs and year-end forecasts. The 2019/20 targets have been reprofiled for the year to reflect updated benchmarking data. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail.

























2019/20 year-end forecast of our 67 measures of success












March 2019 outturn in brackets



















Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
Best start in life											
Outcome - All children and young people are ready for school and work											
 2	West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >92.6%	88.5%	H	81.6%	83.7% 	83.7% 	85.2% 	85.6% 	A
 3	Pupils attending West Sussex schools that are rated good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.8%	89.0%	H	81%	85.0% 	85.0% 	85.8% 	86.1% 	A
 4	Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.4%	92.7%	H	92.7%	90.5% 	90.4% 	90.5% 	85.7% 	A
CHALLENGE Attendance has decreased since the end of last month by 4.8% to 85.7% and is now 10% less than the target. The Virtual School will continue to work with schools and other partner agencies to improve the attendance of Children Looked After through timely interventions and bespoke educational packages to support the needs of our young people.											
Outcome - Families and children have a healthy family, home and work life											
 5	Families turned around	Quarterly	≥3,940 by 2022	3,940	H	1,281	3,024 			3,403 	A









Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
Outcome - Children and young people feel safe and secure											
 8	West Sussex Children Looked After per 10,000	Monthly	Top quartile of statistical neighbours by 2022 - ≤40.5	40.5	L	41.2	40.6 	41.7 	42.0 	41.9 	A
 9	West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.3%	2.4%	L	2.4%	2.9% 	2.0% 	2.2% 	2.6% 	R
Commentary about year-end RAG status - It is recognised that there has been a slight increase equating to 3 children. There has been a recent review of all children subject of a Child Protection Plan over 15 months, which has captured those plans over 2 years. This has seen all the cases reviewed and clear plans put in place, including presentation at the Legal Gateway Panel to consider escalation to the Public Law Outline (PLO). These cases will then continue to be tracked through the Court/ PLO tracker to ensure the plans remain on track and within agreed timescales.											
 10	Children Looked After with 3 or more placements during the year	Monthly	Top Quartile of statistical neighbours by 2022 (currently 7.5% or less)	8.5%	L	10.7%	9.5% 	9.4% 	9.6% 	9.9% 	G
 11	Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%	100.0% 	100.0% 	100.0% 	100.0% 	G
 12	Child Sexual Exploitation - cases managed at medium or low levels of risk	Monthly	≥80% by 2022	80%	H	75%	89.0% 	86.0% 		85.0% 	G












Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
 13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	88%	H	84%	91.7% 			90.5% 	G
Outcome - Children and young people are able to thrive											
 19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 31.4%	33.0%	L	37.3%	35.9% 			43.5% 	G
CHALLENGE The Youth Offending Service 2018 redesign aims to address reoffending by creating a centralised assessment team to improve the identification of those most likely to offend and deliver more targeted and effective interventions. Implementation was delayed due to vacancies but the service is starting to embed this approach from July 2019. Trauma informed and desistance focused practice are fundamental to the model, the development of which is being supported by specialist training, some of which has been delivered with more planned for September.											

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
A prosperous place											
Outcome - Infrastructure that supports a successful economy											
 23a	Access to superfast fibre broadband	Quarterly	Additional 8,000 premises have access to superfast fibre by 2022	8,000	H	1,203	6,976 ↑			Δ	G
Outcomes - A place that provides opportunity for all											
 28	Economically active 16-64 year olds who are employed	Quarterly	Remain in top quartile of statistical neighbours by 2022 - ≥ 79.4%	79.4%	H	80.2%	80.1% ↑			Δ	G

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
A strong, safe and sustainable place											
Outcome - A safe place											
 35	Calls to critical fires where the first fire engine met our emergency response standard	Quarterly	90% by 2022	89%	H	87.3%	89.66% 			83.8% 	A
		The managers in Response investigate every incident where we do not meet our attendance times and these form two key themes that we are all working towards addressing. These are 'Long travel distances' and 'On call Availability'. The whole of the FRS is focussed on increasing On call Sysyem (OCS) availability as when stations are not available our performance is often impacted. West Sussex is predominantly rural and there are areas where we can never make the attendance times due to distance from a fire station. In these areas we should be targeting Prevention work to reduce demand further									
 37	Operation Watershed fund allocated to community projects	Quarterly	103 projects supported by 2022	83 cumulative	H	50	73 			73 	G

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
Outcome - Strong communities											
 38	Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤0.9	1.3	L	1.5	1.64 (Dec 18) 			Δ	R
		Commentary about year-end RAG status Tackling homelessness is one of the most important shared priorities across the West Sussex system, particularly as the number of applicants on the homeless register in West Sussex has continued to rise in recent years. Over the the past few months there has been significant progress and collaboration to support the delivery of these priorities. West Sussex County Council has been fully engaged in a County wide strategy for the procurement of these housing related support services with a focus on improving outcomes and efficiencies. A set of design principles has been developed which will be used to inform future joint commissioning across the local partnerships enabling continued investment in housing related support services. The Rapid Rehousing Grant secured by the Council’s strategic housing lead on behalf of the system has provided an additional £335,000 to delivering a Rapid Rehousing Pathway in West Sussex. Three Homelessness Charities – Turning Tides, Stonepillow and Crawley Open House – have formed a coalition to take on the work. They will each employ Navigators and Supported Lettings Officers who will form part of the Rapid Rehousing Pathway. Navigators will support rough sleepers from their first contact with services giving a continued single point of contact and support through the pathway system to settled accommodation. Supported Lettings Officers will provide tenancy sustainment support to sit alongside homes that are let to rough sleepers leaving the street, former rough sleepers leaving hostels, and those at imminent risk of rough sleeping.									
 39	Average time between a child entering care and moving in with their adoptive family	Monthly	≤365 days by 2022	420	L	466.69	481 	483.35 	483.26 	480.73 	R
		CHALLENGE The average number of days has reduced, but the timescales remain high due to Adoption Orders granted for children who have specific needs such as being older children, complex needs and a disability) and/ or challenges within adoptive family such as adopter separation pre order or a child being placed following a disruption in a foster family. Without the top 5 outliers the average number of days would be 425.34, below the national threshold of 426.									
 40	Safe and Well visits carried out for those at highest risk	Quarterly	19,800 by 2022 cumulative	11,800	H	4,000	9,134 			*	G

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
 41	Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	below the regional average by 2022 - 65.19	65.19	L	56.07	54.6 			Δ	G
 42	Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)	Quarterly	800 reports per annum totalling 4,000 by 2022	800	H	641	991 			Δ	G
Outcome - Sustainable environment											
 43	Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh	8,710.6 			5,817	A
 44	Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	16,011	L	32,022	17,421 			5,110	G

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
Independence for later life											
Outcome - A good place to grow old											
 49	Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 86%	80%	H	79%	77% 			79% 	A
 50	Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 93%	88%	H	90%	86% 			90% 	A
Outcome - Older people have opportunities to thrive											
 52	Delayed transfers of care from hospital that are attributed to social care	Monthly	2.6 delayed days per 100,000 population per day (nationally set target) by 2018/19	2.59	L	5	2.17 	2.32 	1.87 	**	G





Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
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A council that works for the community
























Outcome -Open and transparent




59	Freedom of Information requests responded to within time	Monthly	95% by 2022	95%	H	80%	89.4% ↑	94.0% ↑	90.0% ↓	95.0% ↑	G
60	Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022 to 36.4%	31.2%	H	26%	27.6% ↑			43% ↑	G
61	Residents subscribing to receive online updates on the democratic process	Quarterly	Increase by 100 each year to 2022 from Mar 2019 to 23,458	23,258	H	18,851	23,158 ↑			23,394 ↑	G
62	Decision transparency	Quarterly	To increase to 75% the number of key decisions published in the Forward Plan at least 2 months prior to the decision being taken	70%	H	64%	73% ↑			61% ↓	G
63	Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022 from Mar 2019	6,710	H	3,986	6,100 ↑	6,500 ↑	6,600 ↑	6,800 ↑	G




Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
Outcome - Listens and acts upon											
 64	Residents' issues considered by County Local Committees	Quarterly	60% by 2022	50%	H	11%	45.8% ↑			72% ↑	G
 65	Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%	100% →			100% →	G
 66	The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%	98% ↓			100% ↑	G
Outcome - Works in partnership											
 67	Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	9	H	3	7 →				G






*One month delay **Two month delay ^ΔOne quarter delay








Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Best start in life 									
Outcome - All children and young people are ready for school and work									
 1	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >73.8%	72.0%	H	70.6%	70.6%	71.4% ↑	G
 6	Healthy weight 10-11 year olds	Annually (Dec)	Top quartile of all Local Authorities by 2022 - >66.8%	66.8%	H	70.3%	70.2% ↓	*	G
Outcome - Access to education that meets the needs of our community									
 14	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 66%	65%	H	56.2%	56.2%	61.5% ↑	A
 15	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64%) by 2022	64%	H	55%	55%	61.8% ↑	G
 16a	Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Feb)	Top quartile of statistical neighbours by 2022 - 98.5%	97.0%	H	96%	95% ↓	94% ↓	A




Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
 16b	Countywide take up of free early education and childcare: 2 year old	Annually	Top quartile of statistical neighbours by 2022 - 78%	78%	H	79%	75% 	77% 		A
 17	Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 ->0.11	0.11	H	0.03	0.03 	0.05 		G
Outcome - Children and young people are able to thrive										
 18a	Children Looked After (12 months +) achieving educational outcomes in line with their peers KS4	Annually (Jul)	In line with national average of peers KS4 -1.2	-1.2	H	-1.14	-1.46 	-0.91 		G
 18b	Children Looked After (12 months +) achieving educational outcomes in line with their peers KS2	Annually (Jul)	In line with national average of peers KS2 35%	32.5%	H	n/a	13.6% 	31.3% 		G
 18c	Children Looked After (12 months +) achieving educational outcomes in line with their peers KS1	Annually (Jul)	In line with national average of peers KS1 37%	19.0%	H	15.8%	33.3% 	10.0% 		R
Commentary about year-end RAG status The data reported shows the progress 8 scores for all children who have been in the care of West Sussex continuously for at least 12 months prior to the exams. KS1 – For those in continuous care over 12 months, this is a very small cohort and results will vary from year-to-year as shown in the West Sussex results. West Sussex’s provisional result has decreased to 10.0% from 33.3% in 2017 and 16.7% in 2016. National has increased to 37% (cohort of 1,700), South East to 34% (cohort 200).										






Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
 20a	Attainment of disadvantaged pupils is in line with their peers KS4	Annually	In line with national average of peers by 2022 KS4 0.57	0.57	L	0.75	0.75 ↑	0.79 ↑		R
		Commentary about year-end RAG status The gap between disadvantaged pupils in West Sussex and other pupils nationally is wider than that for nationally disadvantaged pupils. However, this gap continues to narrow. For the first time since 2016, the gap in one of the districts or boroughs, Crawley is better than the national gap. The county strategy on developing more inclusive practice in schools through the index for inclusion work and the SEND projects is now being expanded through area inclusion and improvement board brokering and monitoring school-to-school support. Note: For KS4, average Progress 8 score, West Sussex's gap is 0.79, compared to a national revised figure of 0.57, a difference of 0.22. This is compared to 2017, where the gap in West Sussex was 0.75, compared to national at 0.51, a difference of 0.24.								
 20b	Attainment of disadvantaged pupils is in line with their peers KS2	Annually	In line with national average of peers by 2022 KS2 19%	22.00%	L	23%	23% ↓	23.4% ↑		A
 20c	Attainment of disadvantaged pupils is in line with their peers KS1	Annually	In line with national average of peers by 2022 KS1 14.7%	14.7%	L	22.2%	22.2% ↑	20.2% ↓		G

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
A prosperous place										
Outcome - A place where businesses thrive										
 21	Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 11.55%	10.9%	H	12.2%	10.8% ↓	*		R
		Commentary about year-end RAG status The ambition is to move it to the top quartile through actions including the provision of start-up space and support for businesses to start and grow as set out in the West Sussex County Economic Growth Plan and associated Action Plan. Activity to support this in 19/20 includes the launch of the Bognor Regis Creative Digital Hub providing new collaborative workspace including for start-ups, and partnering with the University of Chichester on a new ERDF business support programme which will see specialist and extensive support for business start-ups across the county (the latter is dependent on final approval).								
 22	Business survival and retention (5 year survival rate)	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >47%	47%	H	43.3%	2012-17 47.03% ↑	2014-19 **		G





Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Outcome - Infrastructure that supports a successful economy										
 23b	Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	95%	H	95%	95.6%	95.9% ↑		G
 24	Additional school places delivered	Annually (Oct)	Total school places 127,256 by 2022	131,498	H	109,017	126143	127,323 ↑		G
 25	Cycling - total length of cycle path - new installations	Annually	60% increase by 2022 on the amount of new installation	17.93km	H	0km	5.57km	11.37km ↑	14.37km (in year) ↑	G
 26	Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Nov)	5% or less by 2022	5%	L	5%	2016-18 3% ↓	2017-19 4% ↑		G
Outcome - A place that provides opportunity for all										
 27	Average gross weekly earnings for full time workers resident in West Sussex	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≥£573.79	£573.79	H	£557.20	554.1 (2017) ↓	574.9 (2018) ↑		G






Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Outcome - A skilled workforce for West Sussex										
 29	16-17 year olds who are not in education, employment or training	Annually (Mar)	Top quartile of Local Authorities nationally by 2022 - <1.9%	2.6%	L			2.7%	3% (in year) 	G
		CHALLENGE Percentage of NEETs stands at 3.0% (local data), so we are slightly worse than the 2019/20 target of 2.6%. As we have identified more young people that are NEET our percentage of 'not knowns' has decreased from 8.0% in June 2018 to 5.6% in June 2019 (local data) However, further work is being undertaken to reduce this further.								
 30	Apprentices in West Sussex	Annually (Nov)	≥7,390 by 2022	6,703	H	5,790	4,790 	*		R
		Commentary about year-end RAG status The introduction of new apprenticeship standards has been delayed by the government, thus reducing the number of opportunities for apprentices and employers. We will press Government to improve its Apprenticeship scheme and implement the recommendations made in the National Audit Office report of March 2019.								
 31	Adults with learning disabilities who are in paid employment	Annually (Oct)	England average or better by 2022 - 6%	4.0%	H	2.2%	3.2% 	2% 		R
		CHALLENGE Some of the initiatives to increase number in paid work include: Assessments which are helping people and their families to prepare for adulthood outcome 'Learning, training and work'; SEND Employability Task Group established with SEND employment Plan being developed with key stakeholders; tender for new Supported Employment Service to start in April 2020; Project to increase number of Supported Internship places offered by FE colleges has progressed this from 10 to 39 places starting in September 2019; SEND Employment campaign was launched in March 2019; Access to Work Fund films to support more applications launched in June 2019.								



Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Outcome - A great place to live, work and visit										
 32	Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	80% by 2021 and 2022	75%	H	n/a	Biennial	70%	Biennial	A
 33	Economic growth - GVA	Annually (Dec)	Above South East average by 2022 - £29,420	£29,415	H	£25,221	£26,568 	*		A


Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
A strong, safe and sustainable place										
Outcome - A healthy place										
 7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Annually (Mar)	top quartile of statistical neighbours - 175.65	206.7	L	220	222.2 	*		R
		Commentary about year-end RAG status - A comprehensive set of interventions are commissioned by the council and NHS partners across the pathway, from prevention, through to early intervention and then on to more specialist clinical services. However, the evidence suggests that many population level approaches do not specifically relate to self-harm but are around promoting positive mental and emotional wellbeing. To improve performance in this area we are: Producing a rapid health needs assessment to identify key local drivers and priority areas for action; Recruiting two dedicated posts, one addressing whole school approaches to emotional wellbeing and the other specifically focussed on self-harm; Ensuring that West Sussex and Sussex and East Surrey STP suicide prevention activity is coordinated with other activity in this area.								
 34	Air Quality Management Areas where air quality is improving	Annually (Dec)	10 Air Quality Management Areas with improved air quality	10	H	9	8 	*		R
		Commentary about year-end RAG status The Inter-Authority Air Quality group met in June and we have been working with District and Borough authorities to add additional anti-idling signs to level crossings. These signs, funded by Sussex-air, should be installed by mid-summer. A public information campaign has been developed and messaging is also being included in the Climate Change Pledge communications. Progress to date includes Connections editorial (June 2019), Connections full back advert (June 2019), Spirit FM interviews for Breathe Easy Week, Encouraging staff across all authorities to take action during Breathe Easy Week, Two days during Breathe Easy Week for WSCC staff to trial the electric vehicles								

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status	
Outcome - A safe place										
<div><div></div><div>36</div></div>	People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≤57	80	L	103	102 <div></div>	*		R
		Commentary about year-end RAG status								
		There were four fewer deaths compared to 2017, but the total number of deaths and serious injuries combined, known as KSIs (killed and seriously injured) increased slightly to 483 in 2018 from 479 in 2017. There have been 90 reported KSI casualties in the first quarter of 2019 (Jan to Mar), this is an encouraging reduction on the first quarter 2018 which saw 99 KSI casualties. The numbers of KSI casualties have remained at a consistent level since 2011 and this reflects the national picture. While this lack of change should be seen against the increase in population and traffic growth, the progress against our milestones is disappointing and highlights the need for continual effort to reduce casualties on our roads.								
		In 2018 a number of road safety schemes were introduced including the introduction of a £2.4 million road safety scheme on the A285 between Halnaker and Petworth funded by the Department for Transport's road safety fund. The works consist of building a hard strip between the road and the verge and a ribbed edge line, similar to the ones found on motorways and dual carriageways. More than half of the serious accidents on the A285 involve drivers leaving the road; the ribbed edge line will introduce an audible and tactile warning to drivers if they leave their lane. Major road safety schemes comprising of road surfacing improvement were completed on the A280 Cricket Club and Waterworks bends and a junction improvement introduced on the A24 and Warnham. 5.8km of new cycle track provision was completed across the county and 12 signalised pedestrian crossings were refurbished and improved.								
There is continued investment with £600,000 earmarked for road safety investigation and improvement schemes in 2019 comprising of a number of larger scheme including resurfacing and profiling bends on the B2133 Hughes Hill, Wisborough Green, Reconfiguration of mini-roundabout junction on Portsmouth Road Lindfield, the design of a junction improvement at New Road on the A285 Boxgrove and treatments at 15 identified "black Spots" across the county. We are continuing to be an active partner within the Sussex Safer Roads Partnership promoting a wide range of behavioural change programmes and we are on target to train 10000 year 6 pupils in BikeAbility Cycle Proficiency.										

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Outcome - Sustainable environment										
 45	Ultra-low emission vehicles registered for the first time	Annual	Top quartile of statistical neighbours by 2022 - > 760 registered vehicles	514	H	327	2017 391 ↑	*		G
 46	Household waste sent to landfill	Annual	9% by 2022 (top quartile)	19%	L	49% sent to landfill	39% ↓	27.06% ↓		A
Outcome - A place of culture, heritage and beauty										
 47	Museums and theatres in West Sussex - visitors at attractions	Annually (Jul)	20% increase by 2022	2,035,219	H	1,850,199	3.7m ↑	*		G
 48	Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB	Annually (Apr)	100% of plans reviewed every 5 years	100%	L	100%	100% →	100% →		G

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Independence for later life										
Outcome - Older people feel safe and secure										
 51	People who use services who say that those services have made them feel safe and secure	Annually (Jun)	95% by 2022	93%	H	82.9%	87.1% ↓	91.9% ↑	*	A
Outcome - Older people have opportunities to thrive										
 53	Older people (aged 65+) who were still at home 91 days after discharge from hospital	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >88.9%	88.2%	H	83.7%	87.8% ↑	*		G
Outcome - People are healthy and well										
 54	Emergency admissions for hip fractures in those aged 65+, per 100,000	Annually (Dec)	maintain at 612 per 100,000 by 2022	612	L	578	569 ↓	*		G
Outcome - Older people feel part of their community										
 55	Social isolation - adult social care users who have as much social contact as they would like	Annually (Jun)	50% by 2022	47%	H	45.8%	41.2% ↓	46% ↑	*	A

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status	
<div>A council that works for the community</div> <div>Outcome - Customer focused</div>										
 56	Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	75%	H	0%	Biennial	46%	Biennial	R
<div>Commentary about year-end RAG status</div> <div>We adopt an open and honest approach to communications outlining our budget challenge and the effect savings are having on our ability to deliver the range of services we have done in the past. However, we have been keen to highlight our achievements as outlined in the annual report. Through our communications channels we are sharing with residents both the budget challenge as well as our achievements.</div>										
<div>Outcome - Value for money</div>										
 57	Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	75%	H	0%	Biennial	35%	Biennial	R
<div>Commentary about year-end RAG status</div> <div>The council has saved almost £240 million since 2010. However we still have a gross budget gap, before council tax rises of over £127 million, to close over the next 4 years. The council is committed to being as efficient and effective as possible and is delivering this through its “Whole Council Design” We are investing in solar farms to power homes and generate income. We are working with partners to bring together growth and investment across the county and we are looking at creating community hubs to protect vital services and make the most of the buildings we have. We are engaging with residents proactively about the financial situation and the work we are doing to deliver value for money.</div>										

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Outcome - Open and transparent										
 58	Residents who find it easy to access information, services and support they need	Annually (Sep)	80% by 2022	75%	H	53%	54%	48%	Now Biennial	R
		Commentary about year-end RAG status								
		We are working within the Customer Service Centre to understand our customers issues and work closely with services to improve our end to end customer experience. Moving the Multi Agency Safeguarding Hub calls into the Customer Service Centre has enabled a reduction in hand-offs, connecting our customer to the right person first time.								

* One year delay ** Two year delay

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation	
Sources of Finance	£000	£000	£000	£000	
Precept	-459,941	-459,941	-114,985	0	
Council Tax Collection Fund	-2,279	-2,279	-2,279	0	
Business Rates	-85,466	-87,407	-19,661	0	
Business Rates Collection Fund	294	294	294	0	
Section 31 Business Rates Grant	-18,901	-18,901	-4,725	0	
Social Care Support Grant	-5,243	-5,643	-1,411	0	
New Homes Bonus Grant	-3,933	-3,933	-983	0	
Brexit Preparations Grant	0	-87	-87	0	
Total Financing	-575,469	-577,897	-143,837	0	
	Approved budget	Latest budget for year	Net spending to date	Projected outturn variation	
Analysis of Expenditure	£000	£000	£000	£000	
Portfolio Budgets					
Adults and Health	206,368	206,315	47,006	200	
Children and Young People	100,187	101,334	33,119	12,100	
Corporate Relations	44,503	44,619	23,037	1,045	
Education and Skills	19,780	23,111	-10,214	671	
Environment	61,954	63,105	8,201	700	
Finance and Resources	12,798	12,766	529	-100	
Fire and Rescue and Communities	38,428	36,047	6,210	1,626	
Highways and Infrastructure	32,926	32,903	9,650	2,480	
Leader (including Economy)	4,026	3,999	2,175	0	
Sub-total	520,970	524,199	119,713	18,722	
Non-Portfolio Budgets					
Capital Financing - Repayment (MRP)	10,150	10,150	0	0	
Capital Financing - Interest	17,550	17,550	4,680	0	
Revenue Contribution to Capital Outlay - Business Rates Pilot	1,000	1,000	0	0	
Revenue Contribution to Capital Outlay - Other	1,032	1,032	0	0	
Investment Income	-2,503	-2,010	-495	0	
Business Rates Pool	0	0	1,306	0	
Care Leavers Council Tax Support	25	25	0	0	
Contingency	3,400	3,400	0	0	
Transfers to/(from) Reserves - Business Rates Pilot	18,141	20,082	20,082	0	
Transfers to/(from) Reserves - Other	5,704	2,469	2,469	0	
Sub-total	54,499	53,698	28,042	0	
Total Net Expenditure	575,469	577,897	147,755	18,722	
Total Forecast Variation - overspending					18,722
Contingency					£000
Original Budget					3,400
Available Contingency					3,400

Balances and Reserves	Balance at 31st March 2019	Balance at 30 June 2019	Projected Balance at 31 Mar 2020	Projected Annual Movement	Comments on Significant Annual Movements
	£000	£000	£000	£000	
Earmarked Reserves:					
Capital Infrastructure	-12,028	-12,028	-12,028	0	
Crawley Schools PFI Reserve	-599	-546	-546	53	
Street Lighting PFI Reserve	-23,522	-23,683	-23,574	-52	
Waste Management PFI Reserve	-12,479	-12,479	-12,479	0	
Waste Management MRM Reserve	-28,057	-26,057	-26,057	2,000	Approved budget book: £0.5m to capital programme (Site HA Brookhurst Wood), £1.5m to revenue portfolio (lifecycle costs)
Adult Social Care Support Grant 2018/19	-1,517	-1,517	-1,417	100	
Budget Management Reserve	-30,110	-26,008	-26,008	4,102	£6.5m redirected to Service Transformation for Whole Council Design. Budget to be used to fund 2019/20 overspending
Business Infrastructure Reserve	-706	-706	-456	250	
Business Rates Pilot Fund	0	-20,082	-20,082	-20,082	Holds gains arising from 75% local retention of business rates pilot (net of £1m applied to capital programme)
Deprivation of Liberty Safeguarding	-861	-861	-151	710	Planned application of reserve to Adults & Health portfolio to undertake statutory assessments
Economic Growth Reserve	-1,297	-1,297	-1,297	0	
Highways Commuted Sums	-3,057	-3,669	-3,669	-612	£1m budgeted transfer from Environment portfolio, net of planned application of £0.4m for Highways maintenance
Highways On-Street Parking	-968	-968	-968	0	
Infrastructure Works Feasibility	-1,348	-2,348	0	1,348	£1m contribution from Finance & Resources portfolio per approved budget, reserve is currently fully-committed in year
Insurance Reserve	-5,356	-5,356	-5,356	0	
Interest Smoothing Account	-1,078	-1,078	-1,078	0	
Revenue Grants Unapplied	-343	-400	-864	-521	Outturn projection based on weighted five year average of grants held at year end
Schools' Sickness & Maternity Insurance Scheme	-2,085	-2,085	-2,085	0	
Service Transformation Fund	-6,747	-10,247	-5,838	909	£6.5m contributed by Budget Management Reserve; £3m applied to base budget for WCD; Further drawdowns of £4.4m anticipated
Adult Social Care Transformation Fund	-510	-510	0	510	Reserve fully committed - anticipated drawdown to Adults & Health portfolio at the end of Q2 for four ongoing projects
Social Care Support Grant	0	-5,243	0	0	
Social Mobility and Homelessness Initiatives	-750	-750	-250	500	£0.5m anticipated drawdown to Adults & Health portfolio to progress joint initiatives with Districts/Boroughs
Statutory Duties Reserve	-2,437	-2,437	-2,437	0	
Strategic Economic Plan (SEP) Reserve	-1,295	-1,210	-992	303	
Street Works Permit Scheme	-874	-874	-874	0	
Special Support Centres	0	-1,845	-1,845	-1,845	Funds diverted from Education portfolio per approved budget (DSG replaces); increase mainstream provision via capital investment
Other Earmarked Reserves	-2,592	-2,205	-1,808	784	
Earmarked Reserves (Excluding Schools)	-140,616	-166,489	-152,159	-11,543	
DSG Reserve	-6,245	-3,845	-1,925	4,320	£2.4m applied to High Needs; Anticipated overspends on High Needs (£1.2m), Early Years (£0.5m) and Growth Fund (£0.6m)
School Balances	-16,452	-15,530	-15,163	1,289	£0.9m released to school budgets (income post schools closedown); £0.4m banker balances to be released to DSG
Total Earmarked Reserves	-163,313	-185,864	-169,247	-5,934	
General Fund	-20,286	-20,286	-20,286	0	
Capital Grants Unapplied	-44,669	-44,669	0	44,669	Planned application of all unapplied grants to 2019/20 capital programme
Total Usable Reserves	-228,268	-250,819	-189,533	38,735	

Savings Monitor As at 30th June 2019

Portfolio	Activity	2019/20 £000	June 2019 £000	Current RAG June 2019	Comments
Adults & Health	Review options for in house provided services (Published Cabinet Member decision)	320	320	G	
Adults & Health	Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people (Published Cabinet Member decision)	300	300	A	Timing risk of circa £150k in 2019/20. Saving still expected to be delivered in full, but over a longer period because the policy change will be applied from October rather than April.
Adults & Health	Local Assistance Network (Published Cabinet Member decision)	600	600	G	
Adults & Health	Housing Related Support (Published Cabinet Member decision)	1,740	1,740	G	
Adults & Health	Revenue savings from capital investment re Westergate	100	100	R	Timing risk in 2019/20. Saving still expected to be delivered in full, but over a longer period because of construction delays.
Adults & Health	Staffing Review - across Children, Adults, Families, Health and Education (CAFHE)	175	175	A	Circa £50k delivered.
Adults & Health	Public Health Grant reduction plan - Contract reductions	152	152	G	
Adults & Health	Public Health Grant reduction plan - Staffing reductions	425	425	B	
Adults & Health	Public Health Grant reduction plan - Reprioritisation of Public Health budget	323	323	B	
Adults & Health	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	500	A	
Children & Young People	Provision of care leavers accommodation (Published Cabinet Member decision)	390	100	A	Delays in identifying suitable premises mean that this savings target is unlikely to be realised in full in 2019/20. A sum of £100k is now thought to be more likely, with the remaining £290k being delivered in 2020/21.
			290	R	
Children & Young People	IPEH: New proposals, including absorption of Think Family Grant (£0.56m: Published Cabinet Member decision)	2,950	1,950	R	Savings of £1m have been delivered. The balance is at risk in light of the Ofsted inspection.
			1,000	G	
Children & Young People	Growth in numbers of in-house foster carers as part of the Fostering Improvement Plan	300	300	R	Saving at risk in light of the Ofsted inspection. It is unlikely that savings attributed to residential placements for under 16's will be able to be delivered at all. There is potential for £190k to still be delivered through commissioning approaches on.
Children & Young People	Implement Children Looked After commissioning strategy	840	190	A	Saving at risk in light of the Ofsted inspection. It is unlikely that savings attributed to residential placements for under 16's will be able to be delivered at all. There is potential for £190k to still be delivered through commissioning approaches on placements for 16-25 year olds.
			650	R	
Children & Young People	Early intervention reducing demand for high cost services	350	350	G	These savings are delivered via the PAUSE programme which remains operational and on target in 2019/20.
Children & Young People	Healthy Child Programme procurement	250	250	B	
Children & Young People	Public Law Outline and client expenditure (S17) - embedding of process improvements made in 2017/18	280	280	R	An outcome of the Ofsted inspection findings published in May 2019 is highly likely to be more children subject of court proceedings and/or requiring assistance under Section 17 of the Children & Families Act. This renders these savings unachievable at this point in time.
Children & Young People	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	150	A	Plans are developing to deliver these savings, however at this early stage of the year there is only confidence around the deliverability of £150k in relation to Direct Payments surplus management.
			350	R	
Children & Young People	Use of 'Public Health Grant to support the IPEH budget	500	500	B	
Corporate Relations	EProcurement of MFD contract	100	100	B	
Corporate Relations	Implementation of IT Strategy	200	200	G	
Corporate Relations	Closer management of the Capita Contract	200	200	A	
Corporate Relations	Centralisation of Learning & Development	169	127	R	The plan to centralise the L&D function is unlikely to deliver the original target of £169k in 2019/20, instead a reduced figure of £42k is now expected however some of this shortfall may be recovered in 2020/21.
			42	A	
Corporate Relations	Ensure appropriate use of agency staff	400	200	R	Only £0.2m for agency reduction is likely to be achieved in 2019/20.
			200	A	
Corporate Relations	Review of Staff Terms and Conditions	180	180	G	Terms and conditions is hoped to deliver £110k more than had been profiled to be achieved in 2019/20.
Corporate Relations	Cessation of the Outplacement contract	85	85	R	£85k for the outplacement contract that cannot be achieved.
Corporate Relations	Deletion of HR&OC vacant posts	70	70	B	
Corporate Relations	Charging PVI Sector training		25	A	£100k for PVI sector training which is likely to only be £25k for 2019/20.
		100	75	R	
Corporate Relations	Stop refreshments at training sessions	25	25	B	
Corporate Relations	Whole Council Design	1,500	1,500	A	
Corporate Relations	Review Accounts Payable workflow	50	50	A	
Corporate Relations	Increased digitalisation of support to Members	10	10	B	
Corporate Relations	Provision of Legal Services via the ORBIS partnership	250	250	R	Surrey County Council have announced they are withdrawing from the ORBIS Public Law Partnership. This news, along with increasing number of Children Looked After means that the service are unlikely to achieve this saving.
Education & Skills	Transport for pre-school age children Savings	70	70	R	
Education & Skills	Developing additional SSCs (Published Cabinet Member decision)	131	131	A	

Savings Monitor As at 30th June 2019

Portfolio	Activity	2019/20 £000	June 2019 £000	Current RAG June 2019	Comments
Education & Skills	Improve School Trading Offer	150	150	G	
Education & Skills	Reprioritisation of budgets in High Needs Block	560	560	B	
Environment	Waste Deal with Ds&Bs - to link with future of recycling credits (Published Cabinet Member decision)	1,200	1,200	B	
Environment	Move to 100% diversion from landfill via Refuse Derived Fuel (RDF) Contract	300	300	G	
Environment	Further savings on Viridor contract through negotiation	150	150	G	
Environment	Reprocurements of energy/water contracts	50	50	G	
Environment	Expansion of solar installation programme	90	90	G	
Environment	Reduce waste going to landfill through further variations to MBT facility	725	725	G	
Environment	Permits for commercial vehicles, vans and trailers for use of Household Waste Recycling Centres (HWRCs)	100	100	B	
Environment	Biffa agreed saving	130	130	B	
Environment	Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	100	100	G	Changes to come into force from September 2019
Environment	Review of countryside agreements and PROW operational budgets	70	70	G	
Environment	Planning fee income	150	150	G	
Environment	Reduce Trading Standards Discretionary duties by 10%	130	130	G	
Finance & Resources	Advertising/sponsorship opportunities	50	50	A	
Finance & Resources	Purchasing Card spending - target 10% on contracted spend	460	460	A	
Finance & Resources	Reduce Hardship Fund to reflect current demand	105	105	B	
Finance & Resources	Reduction in subscriptions	23	23	G	
Finance & Resources	Increased utilisation of the Apprenticeship levy	175	175	G	
Finance & Resources	Insight & Performance restructure	150	150	G	
Finance & Resources	Income Generation - Investment Opportunities	500	500	B	Two investment properties purchased.
Fire & Rescue & Communities	Reduce Community Initiative Fund	140	140	B	
Fire & Rescue & Communities	Reduce media fund for physical and digital stock	25	25	G	
Fire & Rescue & Communities	Reduce staffing capacity in Community Safety and Wellbeing Service	75	75	G	
Fire & Rescue & Communities	Reduced Partnership & Comm Team	195	195	G	
Fire & Rescue & Communities	Remove Big Society Grant Fund	49	49	G	
Fire & Rescue & Communities	Reduction in Community Safety Team	50	50	G	
Fire & Rescue & Communities	Restructure Fire Senior Team	100	100	G	
Highways & Infrastructure	Review of non-statutory elements of the English National Concessionary Transport scheme	50	50	R	Review not progressed.
Highways & Infrastructure	On Street Parking - changed date of annual increase (Published Cabinet Member decision)	150	150	A	June decision planned.
Highways & Infrastructure	Reduction in public bus service subsidies which do not impinge upon school transport (Published Cabinet Member decision)	300	300	G	On track.
Highways & Infrastructure	Cost Recovery (Street Works Permit Scheme)	140	140	G	
Highways & Infrastructure	Staffing changes	134	134	G	
Highways & Infrastructure	Highway operations service level review	574	374	R	It is not likely to be possible to deliver this saving due to the delay to the award of the highway maintenance contract.
Highways & Infrastructure	Review of Highways and Transport budgets		200	G	
Highways & Infrastructure	Income generation - examine scope to increase income from fees and charges, including sponsorship	100	100	A	Expected to be challenging - will be kept under review.
Highways & Infrastructure	On-Street Parking - annual increase	200	200	G	
Highways & Infrastructure	Reduced level of demand for concessionary bus travel scheme	500	500	G	
Leader	Policy team /Communications Team	150	150	B	
Non - Portfolio	Interest income	100	100	G	
Non - Portfolio	LGPS	500	500	G	
TOTAL		23,435	23,435		

2019/20 CAPITAL MONITOR as at the end of June 2019
Appendix 3

Portfolio	(1)	(2)	(3)	(4)	(5) Forecast	(6)	(7) Variance
	19/20 Capital Programme (February County Council)	Slippage/ (Acceleration) from 2018/19	Total 19/20 Capital Programme	Actuals to Date	Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend
	£000	£000	£000	£000	£000	£000	£000
Core Programme							
Adults and Health	1,492	775	2,267	1	2,266	2,267	0
Corporate Relations	1,282	(282)	1,000	0	1,000	1,000	0
Education and Skills	31,324	1,103	32,427	3,924	30,555	34,479	2,052
Environment	1,176	566	1,742	4	1,738	1,742	0
Finance and Resources	6,994	787	7,781	436	7,370	7,806	25
Fire and Rescue and Communities	9,042	(258)	8,784	135	8,707	8,842	58
Highways and Infrastructure	33,830	2,520	36,350	12,097	29,187	41,284	4,934
Leader including Economy	7,670	(695)	6,975	(55)	7,030	6,975	0
Total Core Programme	92,810	4,516	97,326	16,542	87,853	104,395	7,069
Income Generating Initiatives							
Corporate Relations (Gigabit)	2,370	3,016	5,386	38	5,348	5,386	0
Environment (Waste Infrastructure & YES)	2,700	2,077	4,777	(148)	4,925	4,777	0
Finance and Resources (inc Propco)	10,115	(9,840)	275	1	274	275	0
Leader including Economy (5 Bold Ideas)	1,000	901	1,901	76	1,825	1,901	0
Total IGI	16,185	(3,846)	12,339	(33)	12,372	12,339	0
Total Capital Programme	108,995	670	109,665	16,509	100,225	116,734	7,069

Whole Council Design – June 2019 TPM Update

1. Whole Council Design (WCD) was established as our transformation agenda in September 2018. For ease, projects and change initiatives have been grouped by theme which support the challenges set out in our Rising to the Challenge: 2022 document to tackle our financial, performance and culture challenges.
2. WCD supports and enables our services to transform at a time when there are increasing demands upon our organisation; and therefore ensures through the WCD approach and team that we have the right leadership, capacity, capability and pace to deliver change in such a demanding environment and time for the local government sector.
3. WCD incorporates a number of interconnected and interdependent projects and programmes designed to ensure our organisation becomes ever more efficient and effective for the residents of West Sussex.
4. Whole Council Design includes initiatives to:
 - Better manage demand for our services by shifting demand to more cost effective digital channels, automating business processes and reducing handoffs for simple transactions. This will free up time to support our more vulnerable customers that need to contact in person, by telephone, or are seeking a more convenient form of digital assistance.
 - Challenge and redesign business processes to take stock of what we do, why we do it and how we do. This will test whether we need to change our policies or adjust our risk appetite where the cost of operation exceeds outcomes and return on investment.
 - Review our existing corporate systems to eliminate processes that are clunky and labour intensive. This will reduce duplication and double handling, make it easier for staff to self-serve and avoid long term support and maintenance costs for our organisation.
 - Transform our work practices through new technology, ways of working and innovation, such as robotics, intelligent automated digital assistance and virtual reality tools.
5. The business case for WCD identified savings in the range of £17m to £25m through delivery of a number of specific projects based on an investment of between £13m-£19m.
6. Of the £13.3m earmarked by the Council in a reserve for spending on a range of transformation projects, £7.2m has been allocated for delivering Whole Council Design.

WCD Themes and Initiatives

7. A number of projects have been mobilised under the respective delivery and cross cutting themes.

Customer Theme

8. The Customer theme is primarily focused on shifting our customers to more cost effective and efficient contact channels where there is demand and propensity to do so. Many of our customers already bank online, shop online and interact with other public services online. Projects in this theme seek to shift contact channels; use technology to automate and digitise contact; and reduce failure and preventable demand. Behavioural insight techniques are also being applied (based on the experience and success of other local authorities) to influence customer behaviour and further reduce demand.
9. These initiatives will free up organisational capacity to deal with our customers are more vulnerable and need our help and support the most.

Community Theme

10. The Community theme is focused on consolidating services under one roof and rationalising our estate. It is unsurprising that many of our buildings are located within close proximity as our services have been targeted at those communities with the highest level of demand and deprivation. Creating community hubs in ten locations across the county will help us:
 - Improve our access to our services for our residents
 - Maintain the long term sustainability of our buildings
11. By moving away from the traditional model of separate buildings for libraries, Children and Family Centres and Find It Out Centres, we can bring people together from various community groups and help them form new relationships and support networks. There are also opportunities to change the way we use our resources, for example multi-skilling staff, and consolidating services in smaller satellite sites similar to East Grinstead and Findon.

One Council Theme

12. The One Council theme is primarily focused on improving the efficiency of our back office processes and systems. Projects in this theme seek to implement a new system to support core HR, Finance and Procurement processes; use innovative technology, to carry out tasks more efficiently and effectively, such as robotics and a digital mailroom; and new technology to support flexible and mobile working. This will enable our resources based services to more effectively and efficiently support all our staff and our front line services departments.

13. These initiatives will collectively reduce manual effort and increase staff self serve, organisational capacity and productivity.

Cross-Cutting

14. The cross-cutting theme combines a number of projects designed to promote being digital by design, work at pace and change management activity to tackle our culture challenge. This stream includes Big Ideas, Big Exchange, County Ventures (including the Cornerstone Partnership with whom we are piloting virtual reality technology to raise awareness and empathy for childhood trauma) and change readiness planning to help us transform and embed new processes and practices.

Costs

15. A summary of WCD allocated for 2019/20 is shown below. It should be noted that in 2019/20, the bulk of allocated funds is attributed to investment in technology for the One Council and Customer themes.

		People (TPO Resource)	People (Non-TPO)	Technology
		2019/20	2019/20	2019/20
Customer Theme	Right Service Right Place A New Norm	£ 480,880	£ 266,000	£ 2,370,000
Community Theme	Community Hubs	£ 253,186	£ 70,000	
One Council Theme	Smart Core Support Focus Join the Dots	£ 1,133,446	£ 74,000	£ 2,029,000
Cross-Cutting	Big Ideas County Ventures Our Work Anywhere	£ 300,436		£ 207,700
Totals		£ 2,167,948	£ 410,000	£ 4,606,700
<i>Proportion of cost</i>		<i>30%</i>	<i>6%</i>	<i>64%</i>

Benefits

16. £1.5m in revenue savings has been budgeted to be delivered from Whole Council Design in 2019/20. The majority of the budgeted £1.5m savings were expected to be achieved through Our Work Anywhere (86%) and Right Service Right Place (14%).
17. Specifically, the majority of benefits from Our Work Anywhere were targeted from new ways of working (using technology) in children's social care. It is not possible to realise these benefits in 19/20 because of the

ongoing need to invest in Children's Services following the recent OFSTED inspection.

18. Benefits associated with the Right Service Right Place project, are dependent on the implementation of our channel strategy. Work is underway to test benefits achievable from this project, in this financial year, in parallel with accelerated opportunities being explored with our Capita Partnership.
19. As a number of projects that have been mobilised are dependent on our Capita Partnership and contract for benefits realisation the Transformation Portfolio Office are working to identify additional opportunities to realise in-year savings to achieve the £1.5m 19/20 target.
20. The current RAG status regarding in-year savings remains at risk (amber), whilst accelerated opportunities are being explored in August 2019. Thereafter the status will be reviewed and updated accordingly.
21. Future year savings are expected, and a strategic budget option to accelerate WCD to generate savings of up to £5.3m in 2020/21 (with additional amounts in 2021/22) is currently being developed following the Cabinet meeting on 11 July. Progress on this will be included in future updates on the 2020/21 budget.

Fire and Rescue Improvement Plan Summary

Last updated

July 2019

Appendix B

	Full Amount Estimated	Estimated spending in 2019/20	Estimated spending in 2020/21	Estimated spending in 2021/22
	£000	£000	£000	£000
Temporary investment				
Organisational Development Manager (12 months)	43	32	11	-
HR Advisor (6 months)	21	21	-	-
Prevention Business Analyst (6 months)	21	21	-	-
Business Analyst for Fire Safety Transformation (6 months)	21	21	-	-
Prevention Data Analyst (12 months)	43	32	11	-
Data Cleansing & Analysis Officer (12 months)	42	42	-	-
Insight Officer to deliver AFA review (12 months)	42	42	-	-
External resource to clear risk based improvement programme - 680 inspections at £200 per inspection	122	122	-	-
Fire Safety Support Officer - To book planned audits and manage reports (12 months)	24	18	6	-
FRS Project support FC20 delivery and HMICFRS improvement plans - (until 31st March 2020)	75	32	43	-
Employers Network for Equality Inclusion – 15 workshops and report	27	27	-	-
Uniform Replacement - One-off to allow for, better fit for females and cultural identity changes	90	90	-	-
	571	500	71	-
Contingency (10% of temporary funding)	63	55	8	-
Permanent increase in base budget				
Note that in 2020/21 the full year effect is shown as this is the budget which will be required		Part year effect	Full year effect	Full year effect
Prevention Manager	56	31	57	57
Area Manager Protection	76	57	76	76
Diversity and Inclusion Advisor for FRS	47	35	47	47
Workforce Engagement Lead	56	42	56	56
High Risk Safe and Well Visit Specialists x 3	99	74	99	99
Protection Officers	196	158	196	196
Prevention, Protection, Quality Assurance Trainers	197	148	197	197
Ops Assurance Performance & Audit	49	37	49	49
Programmes Assurance and Governance Project Manager - Delivers Integrated Risk Management Plan	57	43	57	57
WSFRS Hub - Principle & Senior Management Support Officer	29	21	29	29
Resource Coordinator (Resource Office) - crewing office	42	32	42	42
FRS HMI Performance Manager	65	49	65	65
Wellbeing Advisor/Lead - initial two year fixed term contract	47	35	47	47
Reinstate Watch Manager B payments to Hay A's - 60 FTE	350	263	350	350
IT equipment and vehicles for additional FTE	100	100	100	100
FRS training budget for protection competency training (for dedicated protection staff)	100	75	100	100
FRS training budget to ensure competence in protection and prevention training (for all appropriate staff)	37	28	37	37
FRS branding and values embedding budget	23	23	23	23
	1,626	1,251	1,627	1,627
Totals	2,260	1,806	1,706	1,627
Available funding		380	380	380
Additional funding required		1,426	1,326	1,247

Children First Resource Plan Summary

Last updated

16/07/2019

Appendix C

	Full Amount Estimated	Estimated spending in 2019/20	Estimated spending in 2020/21	Estimated spending in 2021/22
	£000	£000	£000	£000
Temporary investment in targeted improvement				-
Senior Improvement Leads	1,080	480	600	-
Programme Management and support	1,497	599	898	-
Practice Improvement/Behaviour Change Programme	3,600	900	2,700	-
Leadership Development Programme	500	250	250	-
Specific Project Consultancy	1,000	167	833	-
Communications Lead	80	27	54	-
Complaints Officer	80	27	54	-
Neglect Strategy work	33	33	-	-
Casework Audits	155	155	-	-
	8,025	2,637	5,388	-
Temporary additional capacity (service & corporate); retention offer				
Retention Payments	2,000	2,000	-	-
Additional Service Posts	271	175	97	-
HR Support	351	351	-	-
Commissioning Support	150	100	50	-
	2,772	2,625	147	-
Contingency	1,770	432	1,338	-
Temporary funding requirement (rounded)		5,700	6,900	
Permanent increase in base budget				
Note that in 2020/21 the full year effect is shown as this is the budget which will be required		Part year effect	Full year effect	Full year effect
Cover for ASYE lower caseloads	1,000	500	1,000	1,000
Review of Social Work				
Remuneration/Retention Contingency	2,000	-	2,000	2,000
Admin/Business Support for Social Work				
Teams Estimate	700	350	700	700
Backfill for Social Work Apprentices	600	150	600	600
Workforce Retention Initiatives (staff parking; pool cars etc)	350	200	350	350
Additional Service Posts	337	216	337	337
Leadership Team redesign	151	76	151	151
	5,138	1,492	5,138	5,138
Permanent funding requirement (rounded)		1,500	5,100	5,100
Yet to be estimated				
Permanent				
Further Organisational Changes				
Impact on Legal Services				
Temporary				
Additional Staff Training				
IT Equipment				
IT Systems Improvements				
Working Environment Improvements				
Totals	17,705	7,185	12,011	5,138
Available funding		5,243	5,000	5,000
Additional funding required		1,942	7,011	138