

QUARTERLY PERFORMANCE MONITOR – SEPTEMBER 2020

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

Overview – National Economic Picture

1. Figures from the Office for National Statistics (ONS) have announced that the UK economy grew by 2.1% in August but remained 9.2% below the February 2020 (pre-pandemic) level. The latest announcement from the Office for Budget Responsibility (OBR) details that the UK cumulative borrowing has reached £208 billion, £51 billion above full year borrowing in 2009-10 (at the peak of the financial crisis).
2. In addition, the UK government have publicised a likelihood that the UK may not secure a trade deal with the EU by the end of the transition period on the 31st December, which will inevitably have repercussions on the UK economy and business. In these unprecedented times, it is vital that local authorities remain financially resilient and vigilant to threats against their ambitions and scarce financial resources.
3. With regards to the Covid-19 pandemic, the County Council has so far received £41.4m of non-ring-fenced grants allocations from the government towards the costs of the pandemic. In addition, the Prime Minister announced a further £1 billion for local government on the 12th October. The County Council's share of £4.4m has been confirmed. This allocation is less than we had estimated compared to previous allocation values. It is understood that the government has amended the allocation methodology to take account of the new pandemic tier system.
4. In addition, the government are allowing councils to defer 2020/21 council tax and business rates deficits. Council's will now be able to repay deficits over the next three years instead of the usual one year. The estimated deficit for West Sussex in 2020/21 currently stands at £20m and this value of repayment is included within the Medium Term Financial Plan for 2021/22 to 2023/24.
5. As at 23rd October, we estimated the cost associated with the pandemic in 2020/21 to be in the region of £56.9m (this figure excludes the estimated loss of business rates and council tax for 2020/21); however since this time, the government have announced a second national lockdown which will have further financial impact on the County Council. Costs associated with the second lockdown have not been reflected within this report.
6. At this time, with a second pandemic lockdown commencing on the 5th November, we are aware of the potential future impact of this situation and the financial issues which are likely to affect the 2021/22 financial year. We will

continue to lobby government for sufficient funding to cover the impact of Covid-19 through correspondence with leading politicians, engagement with our local Members of Parliament and participation in organisations such as the County Council Network and the Local Government Association which lobby for the requirements of local government.

Overview – Local Authority Funding

7. Following a deferral of the Fair Funding and Business Rate Retention reviews in 2019/20, local authorities were given a one-year funding settlement for 2020/21. Due to the pandemic, the planned three year Comprehensive Spending Review, Fair Funding Review and Business Rate Retention Reforms Plans have all been delayed. Collectively, these three inter-related initiatives determine:
 - how much funding would be available to public services (including local government) as a whole;
 - the means by which that funding would be shared among 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.
8. On the 21st October, the Treasury announced a one-year spending review to cover 2021/22. This budget settlement for UK government departments will focus on supporting employment and public services in coping with the pandemic.
9. The original spending review was expected to help set parameters for the extent and nature of future local government funding, therefore this change in focus will continue to leave a significant amount of uncertainty for planning future years' budgets. The Comprehensive Spending Review is scheduled to take place on Wednesday 25th November, followed by the Finance Settlement sometime in December.

Financial Summary

10. The forecast outturn position for 2020/21 as at the end of September is projecting a **£5.480m overspend, a decrease of £11.049m against the £16.529m reported as at the end of June.** £0.140m of the projected overspend relates to normal County Council service pressures and £5.340m is the estimated shortfall between the cost of the pandemic and the funding supplied from central government. Please note these figures exclude the use of the £6.832m contingency which is held separately.
11. This decrease in the overall County Council's position of £11.049m since June is due to:
 - A reduction of £5.639m within normal County Council service pressures - as detailed in Table 1 below;
 - An increase of £2.807m on Covid-19 expenditure -as detailed in Table 2 below;

- An increase of £8.217m in Covid-19 grants and other income towards the costs of the pandemic.

12. Table 1 and Table 2 detail the main changes in projections from June to September for non Covid-19 and Covid-19 spending. Table 3 provides a detailed overview of the current financial position.

Table 1: Main spend variation changes (excluding Covid-19) between June 2020 and September 2020

| Portfolio | Reason for movement between June and September | Change in Projection |
|---|---|----------------------|
| Non Covid-19 outturn projection reported as at 30th June 2020 | | £5.779m |
| Children and Young People | Unspent 2020/21 Improvement Fund allocation, reduction in Early Help and Intentionally Homeless expenditure and other variations. | (£4.500m) |
| Economy and Corporate Resources | Public Health contribution for central overheads and other minor variations. | (£1.005m) |
| Education and Skills | Staffing vacancies within Special Educational Needs Assessment Team and Educational Psychology Services. | (£0.268m) |
| Environment | Increase in planning fee income from Highways Agreements and other minor variations. | (£0.200m) |
| Finance | Minor variations. | £0.054m |
| Fire and Rescue and Communities | Minor variations. | £0.050m |
| Highways and Infrastructure | Ash Dieback emergency felling works offset by a reduction in fuel expenditure during pandemic restrictions. | £0.300m |
| Non Portfolio | Minor variations. | (£0.070m) |
| Total Non Covid-19 outturn projection as at 30th September 2020 | | £0.140m |

Table 2: Covid-19 spend variation changes between June 2020 and September 2020

| Portfolio | Reason for movement between June and September | Change in Projection |
|---|---|----------------------|
| Covid-19 outturn projection reported as at 30th June 2020 | | £54.083m |
| Adults and Health | Minor variations. | £0.130m |
| Children and Young People | Reduction in staffing projections and other minor variations. | (£1.050m) |
| Economy and Corporate Resources | Increase in undeliverable savings estimate, additional IT equipment and other minor variations. | £1.047m |
| Education and Skills | Reduction in home to school transport projection and other minor variations. | (£0.710m) |
| Environment | Minor variations. | (£0.080m) |
| Finance | Minor variations. | £0.010m |
| Fire and Rescue and Communities | Reduction in estimated supplies and other minor variations. | (£0.300m) |
| Highways and Infrastructure | Specific grant expenditure and other minor variations. | £0.630m |
| Non Portfolio | Contract waiver and supplier relief provision and other minor variations. | £3.130m |
| Total Covid-19 outturn projection as at 30th September 2020 | | £56.890m |

Table 3: Summary of Overall Financial Outturn Position

| Portfolio | Projected Portfolio Variation (excl Covid-19) | Projected Covid-19 Spend & Income Loss by Portfolio | Projected Outturn Variation |
|------------------------------------|---|---|-----------------------------|
| Adults and Health | £0.000m | £29.670m | £29.670m |
| Children and Young People | £0.500m | £4.690m | £5.190m |
| Economy and Corporate Resources | (£1.076m) | £3.820m | £2.744m |
| Education and Skills | £0.327m | £6.580m | £6.907m |
| Environment | £0.512m | £0.220m | £0.732m |
| Finance | £0.329m | £0.310m | £0.639m |
| Fire and Rescue and Communities | (£0.150m) | £3.160m | £3.010m |
| Highways and Infrastructure | (£0.100m) | £3.040m | £2.940m |
| Leader | (£0.131m) | £0.000m | (£0.131m) |
| Non Portfolio | (£0.071m) | £5.400m | £5.329m |
| Total Projected Expenditure | £0.140m | £56.890m | £57.030m |

| Income Allocations | Allocation | Outturn Variation |
|---|-------------------|-------------------|
| Covid-19 central government non ring-fenced grant (including October funding announcement) | (£45.853m) | (£45.853m) |
| Other Covid-19 specific grants including emergency food grant (£0.7m), home to school transport (£0.6m), bus support services (£0.2m), travel demand management (£0.2m) and wellbeing for education (£0.1m) | (£1.936m) | (£1.936m) |
| Estimated reimbursement of loss (75% of income loss where more than 5% of planned takings from fees and charges have not been collected) | (£2.700m) | (£2.700m) |
| Other Covid-19 income: CCG contribution | (£1.061m) | (£1.061m) |
| Total Projected Income | (£51.550m) | (£51.550m) |

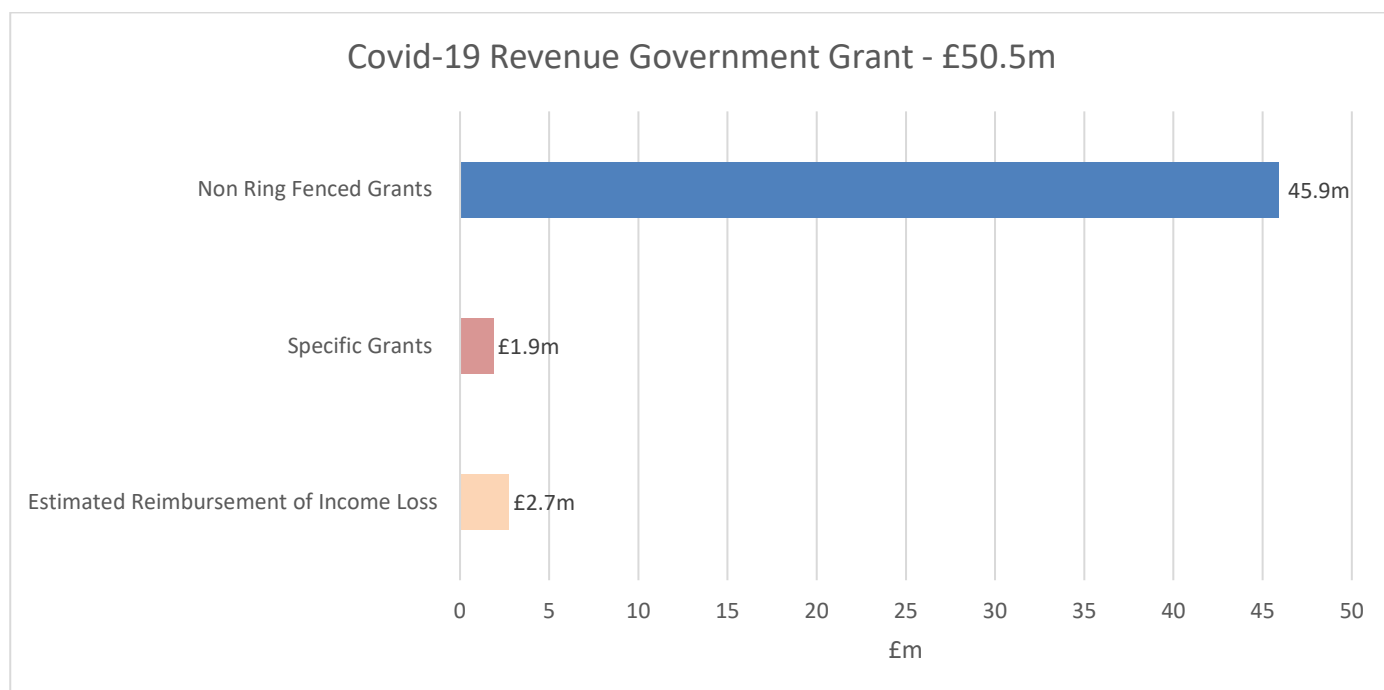
| | Projected Portfolio Variation (excl Covid-19) | Projected Net Covid-19 Cost | Outturn Variation |
|---|---|-----------------------------|-------------------|
| Total Overall Projected Overspend as at 30th September 2020 | £0.140m | £5.340m | £5.480m |

| | |
|---|------------------|
| 2020/21 Contingency Budget | (£6.832m) |
| Proposed Decision to fund additional NJC pay award funding requirement (2.75% - 2.0% budgeted assumption) | £1.156m |
| Contingency Budget Remaining | (£5.676m) |

Impact of Covid-19

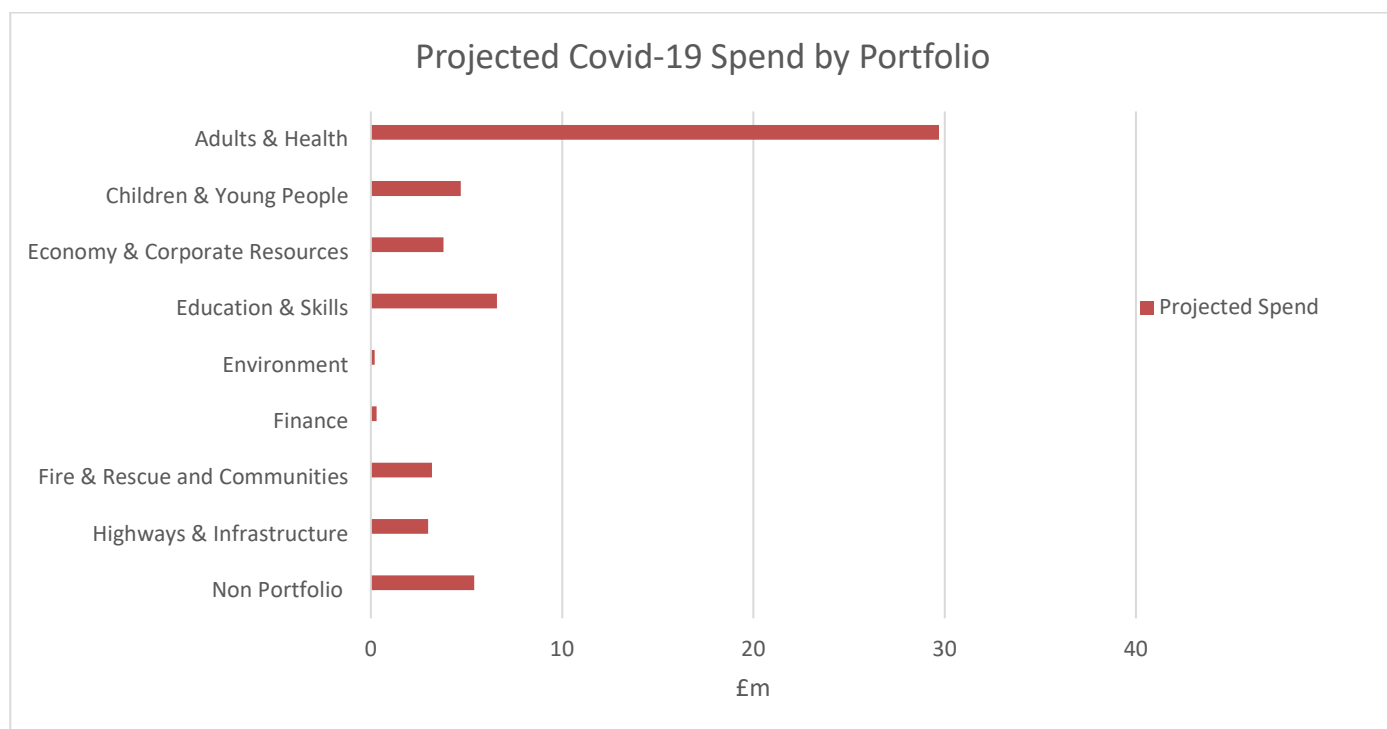
13. The cost of Covid-19 to the County Council has been monitored separately from the portfolio budgets agreed by County Council in February 2020. The 2020/21 estimated cost of the pandemic to the County Council is £56.9m at the end of September, increasing to £76.9m when including the estimated loss arising from business rates and council tax.
14. A detailed list of the Covid-19 grant allocations and estimated values are listed in **Appendix 2 and include notifications of grants received after the 30th of September**. The costs associated with the second lockdown will be reflected in the Q3 Performance Monitor. The impact of the pandemic on the demand for council services is becoming clearer as we progress through the autumn period and projections for the 2020/21 third quarter outturn and for future years will be adjusted accordingly.
15. Each month, local authorities report their costs to central government through an online return. Government uses the returns to inform them of the cost pressures resulting from the pandemic and the subsequent funding required by authorities.
16. Graph 1 shows the government grant funding received and estimated income losses.

Graph 1: Government Grant Allocations as at October 2020



17. Graph 2 shows the projected Covid-19 spend or loss of income by Portfolio.

Graph 2: Projected Covid-19 Spend by Portfolio



18. A number of Key Decisions have taken place during the pandemic to enable grant allocations from government to be distributed, provide enabling infrastructure works to allow greater distancing in the community and to support critical care sector services. Table 4 (below) lists the specific decisions taken.

Table 4: Key Decisions Which Impact in Year Expenditure

| Key Decision | Description | Funding Source | Date | Key Decision Reference |
|---|--|---------------------------|------------------------|------------------------|
| Financial Support to Care Sector | Cross market uplifts in payments to care providers for 29 th March – 20 th June 2020 totalling £5.8m | County Council funding | 27 th April | AH02 20/21 |
| Waiver of charges - Licensing of tables and chairs on the highway | Waiver all fees relating to licences for table and chairs on the highway until the end of March 2021. Estimated cost of £0.030m. <i>NB – Licences are now administered by District and Borough Council's under the Business and Planning Bill 2020</i> | County Council funding | 08 th June | HI03 20/21 |
| Allocation of Infection Control Grant | Allocation of £10.0m (75% of £13.363m) infection control fund | Specific grant allocation | 12 th June | OKD17 20/21 |

| Key Decision | Description | Funding Source | Date | Key Decision Reference |
|--|---|----------------------------|----------------------------|------------------------|
| Allocation of Infection Control Grant | Allocation of the remaining 25% of infection control funding - £3.3m | Specific grant allocation | 16 th July | OKD23 20/21 |
| Emergency Active Travel Fund (Tranche 1) - Temporary Pop-up Cycle Scheme | Implementation of seven cycle schemes to enhance cycling and walking facilities - £0.784m | Specific grant allocation | 21 st July | HI05 20/21 |
| Financial Support to Care Sector | A cross market uplift of 5% (£2.75m) is given in payments to commissioned care providers for 1 st July – 30 th September 2020 | County Council funding | 03 rd August | OKD24 20/21 |
| Provision of Site for Regional Covid-19 Testing Centre | To make available WSCC owned land for a Department of Health and Social Care Regional Testing Site for Covid-19 | Not applicable | 28 th August | FIN03-20/21 |
| Emergency Assistance Grant | £0.737m of funding to support people who are struggling with food and essential supplies | Emergency Assistance Grant | 07 th September | FRC01 20/21 |
| Allocation of Additional Funding to Support Response to Covid-19 | Non ring-fenced grant is allocated pro rata to expenditure incurred and ring-funding is allocated in accordance to the purposes and rule specified | Not applicable | 18 th September | County Council |
| Emergency Active Travel Fund (Tranche 2) | Install more permanent schemes identified in Local Cycling and Walking Infrastructure Plans | Specific grant allocation | TBC | TBC |

19. On the 18th September, the County Council approved recommendations with regards to pandemic grant funding received by the Authority, the decision included:

- that grant funding received in connection with the current pandemic and which is not ring-fenced is allocated pro-rata to the expenditure incurred in relation to each service area; and
- that ring-fenced grant funding is allocated according to the purposes and in accordance with any rules specified.

20. Any financial deficit remaining after mitigation measures will be met through reserves which will impact on our financial resilience. The requirement to replenish these reserves will be built into our future financial plans. Communication to date with government indicates an expectation that local authorities will use their reserves to meet in year pressure resulting from the Covid-19 pandemic.

Dedicated Schools Grant Position

21. The balance of the Dedicated Schools Grant (DSG) reserve went into a £1.7m deficit at the end of the 2019/20 financial year. After allowing for the retrospective additional DSG allocation for Early Years of £0.3m made in July, the current balance in reserves stands at a deficit of £1.4m.
22. This year, despite a £10.7m increase in our High Needs DSG allocation, the High Needs Block is still currently forecast to overspend by £9.2m. This is largely due to two factors:
 - The full year effect of the 502 new EHCP placements made last year. This was in excess of the 350 increase that was budgeted for when the original budget was set in September 2019 and;
 - Continuing pressures on the Independent Non-Maintained Special Schools budget - 590 placements by the end of the year are now being forecast compared to a budgeted figure of 566.
23. The DSG conditions of grant for 2020/21 require all Local Authorities with a deficit to submit a plan to the Department for Education for managing their future DSG spend. We will be sharing this plan with Schools Forum as part of our budget planning discussions for 2021/22.

Finance by Portfolio

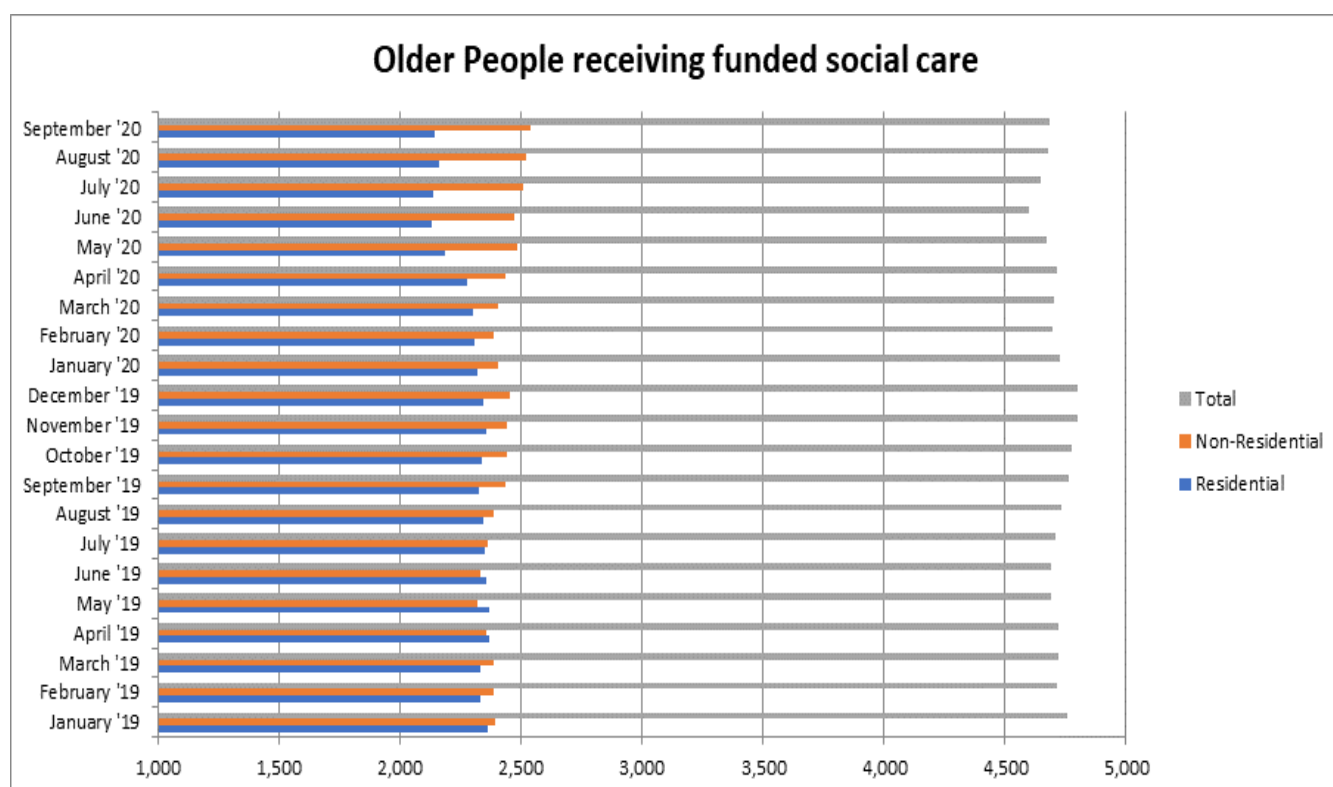
Adults and Health

| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|---|-----------------|---|-------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £29.670m | Assumed funding from Covid-19 grant or County Council contingency | (£29.670m) | |
| Adults' and Health Portfolio - Total | £29.670m | | (£29.670m) | £0.000m |

24. The **Adults and Health portfolio is projecting a balanced budget**. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year. As previously reported, the pandemic is making it extremely difficult to forecast the outturn position.
25. The number of older people receiving a funded package of social care rose by a net eight in September. This is less than would be expected for this time of year and takes the aggregate total to 4,686. That is almost 80 lower than September 2019, as the Graph 3 (below) shows. If the demand growth that would have been expected to occur in 2020/21 is added in, the extent of that difference becomes nearer 150. Although part of this is a reflection of the hospital discharge process which has been put in place across the country - this is delaying the point at which people become the responsibility of adult social care - it is an indication of the impact that Covid-19 is having on

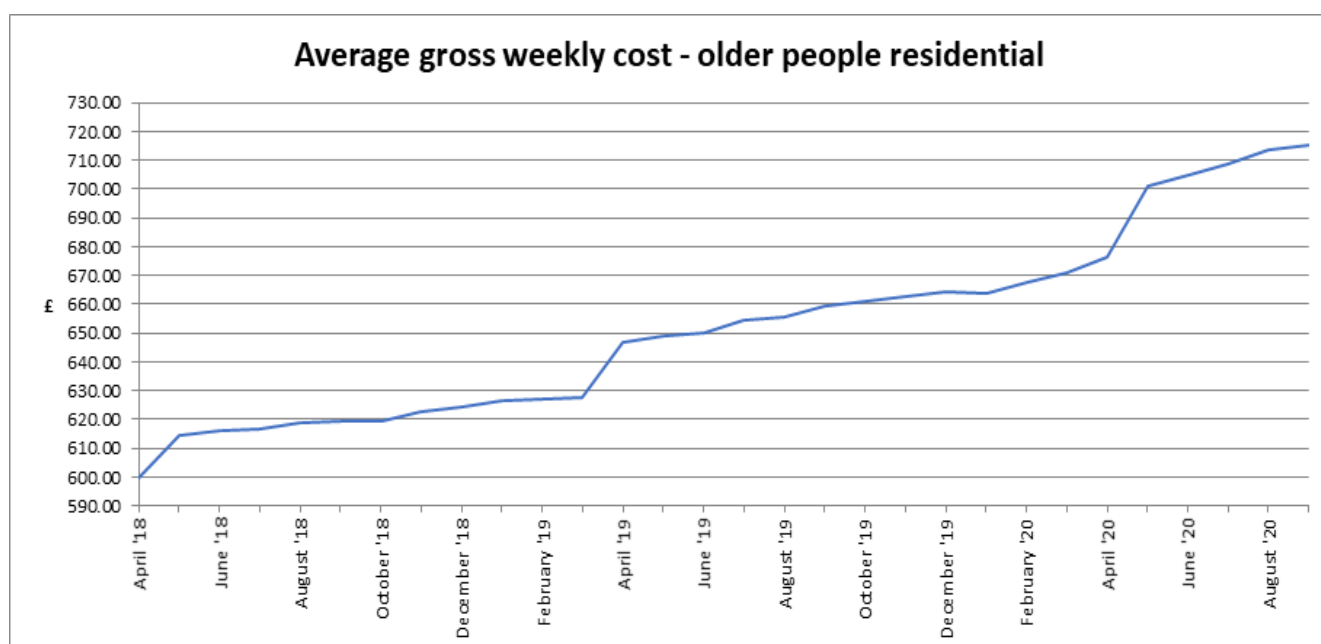
customer numbers. Also important to note is the extent to which the proportion of customers in a non-residential package has grown – this now stands at 54% (51%, September 2019) and is indication of the progress that is being made towards enabling more older people to live independently in the community.

Graph 3: Older People Receiving Funded Social Care

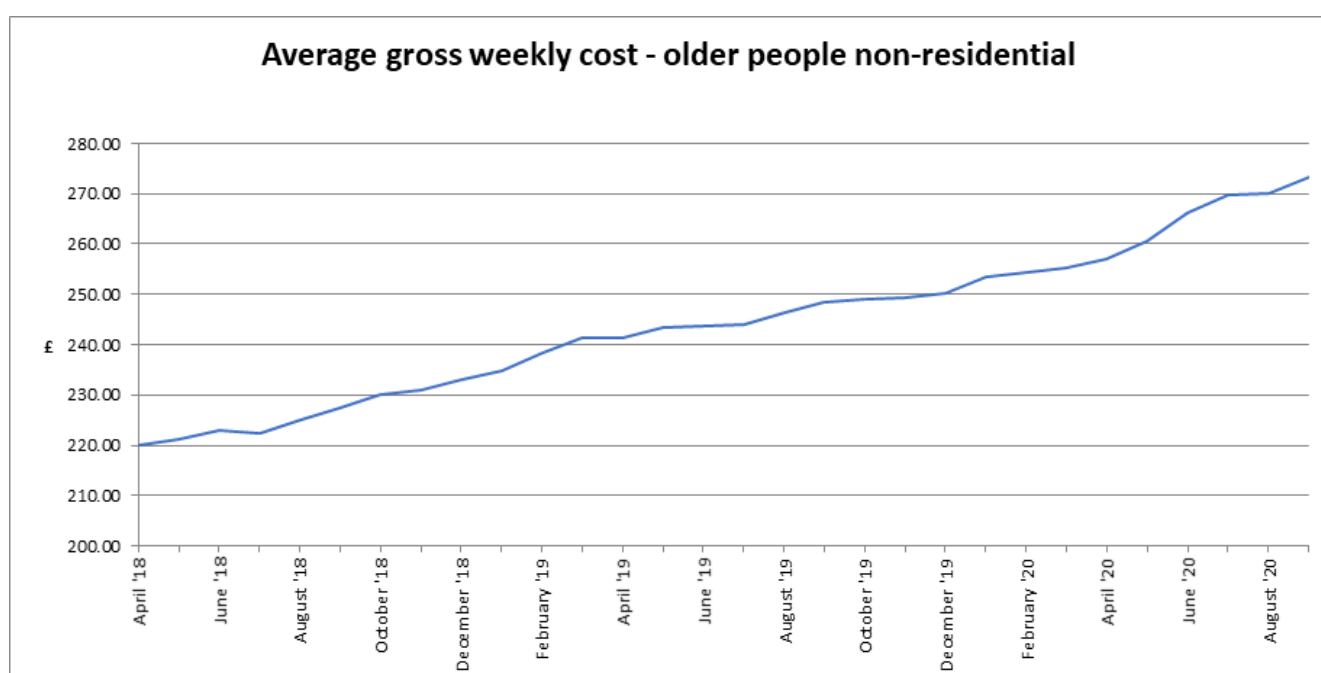


26. However average weekly package costs have continued to rise at a rate greater than the inflationary uplifts that the County Council agreed for 2020/21. These increases are not happening uniformly and are being driven by factors that vary between different parts of the County and different care types, dementia being a particular pressure. During the first half of the year, the outcome was that an average of 35% of all beds for new admissions were bought at a price that had needed to be agreed with the home rather than at the County Council's usual maximum rate. For the last six months of 2019/20 the comparative proportion was 30%. Graph 4 and 5 show the position at a detailed level both for residential and non-residential care:

Graph 4: Average Gross Weekly Cost – Older People Residential



Graph 5: Average Gross Weekly Cost – Older People Non- Residential



27. It should be noted that the comparisons exclude the impact of the temporary financial support that is being provided to the market due to Covid-19, since that cost is funded separately and being made available on a time-limited basis. Whilst market-related factors are part of the reason for the increases, the key driver is complexity of needs and the increasingly bigger packages that are needing to be agreed to meet customer needs.
28. In overall budget terms, there is a significant element of swings and roundabouts between these two counter factors, especially as some of the provision which has become available within block contracts has been used to

support hospital discharge, which has enabled costs to be recovered from the hospital discharge programme. Within learning disabilities there is a similar pattern of offsetting increases and decreases, albeit at less pointed levels which is in keeping with the more static nature of that customer group. This is relevant to highlight because the County Council spends almost as much on people with learning disabilities as it does on the elderly, despite the cohort being less than a third of the size in comparative terms.

29. Given this outlook for the key cost drivers, the decisive influence on the outturn remains the ability of the service to deliver its savings targets. Mainly due to Covid-19, there will only be limited progress in that direction. Not only do staffing resources continue to be prioritised towards the pandemic, some of the changes that need to be made will require face-to-face contact with customers, which has not been possible. Moreover, any actions that can be implemented during quarters three and four will produce ever decreasing part year benefits in 2020/21. The County Council is allowing for the non-delivery of these savings, which total £4.6m, in its Covid-19 expenditure forecast, so on that basis the risk to the Adults budget will be mitigated, provided that those residual savings requirements that have been carried forward from previous years, and which are not covered by that funding (circa £1m), are delivered. For the most part plans are in place which should result in the savings being realised in due course, but the longer the pandemic persists the greater is the likelihood that there could be some slippage beyond 2021/22.
30. Given the way in which Covid-19 is influencing priorities, it would be premature to regard the delivery of the residual £1m of savings as a certainty. In addition, there are risks in relation to:
 - **Physical and sensory impairment** (£0.4m), where total customers number have increased by 5% in the past year, which suggests an increasing incidence of this disability type after several years when it has been fairly stable relative to population.
 - **Working age mental health**, where there is estimated overspending of £0.4m on the County Council's share of the pooled budget, mainly as a result of rising expenditure on community care packages.
 - **Customer contributions towards social care.** Following the in-sourcing of various financial services in August, the County Council is working through some of the backlogs of activity that had built up, on which £3m of income has been estimated as being dependent. Only when this has been completed will it be possible to know for certain whether a potentially significant risk for the Adults outturn has been removed. It should also help clarify whether the reduction in the proportion of non-residential customers who are paying a contribution towards their social care reflects timing issues rather than any underlying change in people's ability to pay.
31. Despite the risks detailed above, it is expected that the Adults budget will not overspend. In part this is because there are areas of spending which remain uncommitted, for example £0.5m is available in the Resilience Fund, since the Infection Control Grant has temporarily reduced the need for the County Council to provide additional support to the market. There should be

opportunities as well from the increase in funding for the protection of social care within the Better Care Fund. In addition, there is the ultimate backstop of using the Improved Better Care Fund, where £2m has been allocated in case a contingency is required. All of these will carry opportunity costs, however, so this needs to be seen as the knock-on effect if the service is unable to make the progress that otherwise it would have been expected to have done during 2020/21.

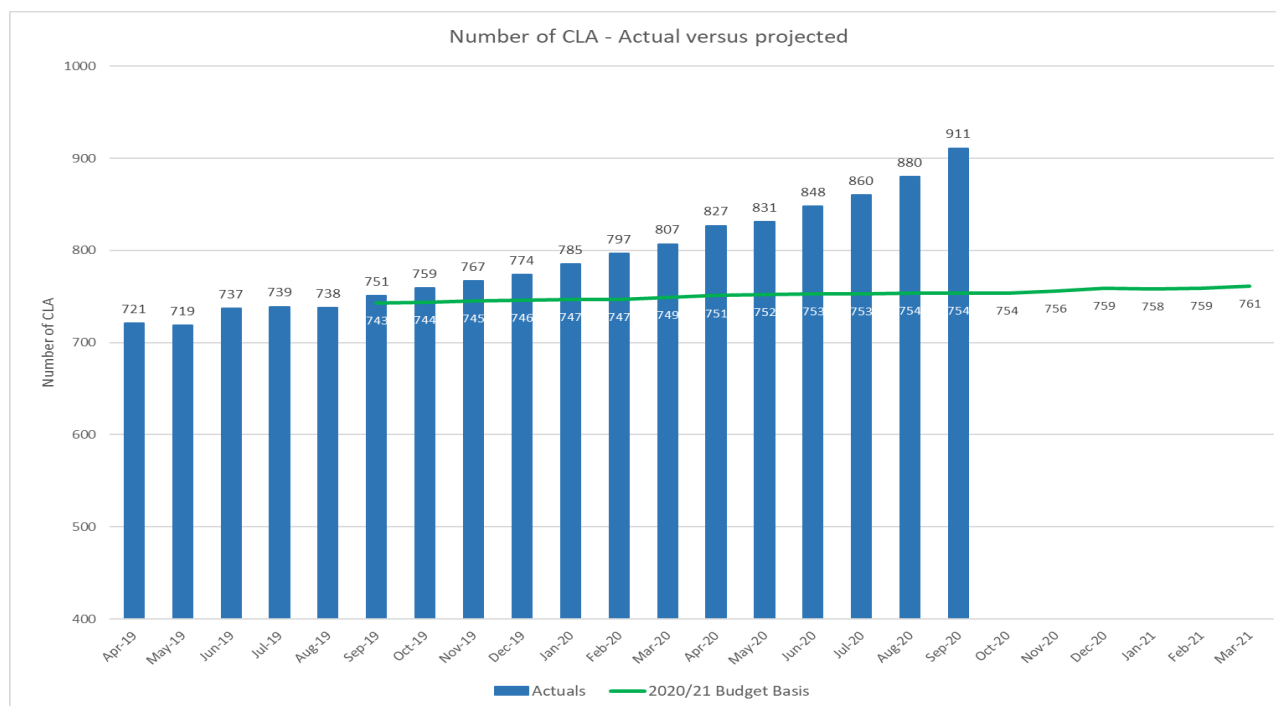
Children and Young People

| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|--|----------------|--|------------------|--------------------------------|
| Estimated Covid-19 pandemic placement demand pressures for Children Looked After | £3.500m | Assumed funding from Covid-19 grant or County Council contingency | (£4.690m) | |
| Other Covid-19 forecast expenditure | £1.190m | Delayed recruitment to planned posts within the residential service | (£1.000m) | |
| Placement demand pressures for Children Looked After | £4.400m | Underspend in Early Help | (£1.000m) | |
| Social care staffing | £0.850m | Increased income expectation for UASC, partly due to increased grant for 18+ | (£0.800m) | |
| | | Underspending on Intentionally Homeless | (£0.450m) | |
| | | Projected underspend on Children First Improvement Fund | (£1.500m) | |
| Children and Young People Portfolio - Total | £9.940m | | (£9.440m) | £0.500m |

32. **The Children and Young People portfolio is currently projecting a £0.500m overspend.** The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year. The main service movements since June relate to a reduction in the expected in-year Improvement Fund spend, an increase in the income expectation for unaccompanied asylum-seeking children over 18 years of age and a continuation of underspending within the Early Help and Intentionally Homeless.
33. Overall Children Looked After (CLA) placements are continuing to rise and have therefore been included in the Medium Term Financial Strategy (MTFS) demand requirements.
34. **Placement demand pressures** – The number of CLA increased by a net 63, from 848 in June to 911 by the end of September. This rate of increase has continued to escalate with the average weekly increase in September being 0.87% compared with 0.45% for the rest of the year to date. The projected overspend on CLA placements now stands within a range between £7.7m and £8.1m. This, as well as further increases in placements estimated for next financial year, results in a projected demand pressure of £12.5m in 2021/22.
35. To a large extent, the increased number of CLA is due to delays in the court system as a result of Covid-19, which is in-turn deferring children from exiting care. Due to a higher rate of increase this year, as described above, £3.5m of the projected cost has been identified as being a result of the pandemic.

36. The placements budget for this year was based on CLA growth predictions calculated in September 2019, which was based on the growth trend from previous financial years and before the Ofsted inspection. The graph below shows this projection against the actual number of CLA to date. This diagram clearly shows how current numbers of CLA has outstripped the budget provision allocated.

Graph 6: Number of Children Looked After Compared to the Budget Basis



Note: An additional £3m of contingency budget was included in 2020/21 recognising the potential shortfall in funding as the number of children looked after continued to increase from predicted levels earlier in the budget process.

37. **Social work staffing** - The overspend previously having been reported against social work staffing has reduced by £0.450m. This is due to plans to reduce the number of interim/agency staff in the coming months in a measured and achievable way, without having a negative impact upon caseloads or staff morale.
38. **Early Help** - The Early Help budget is now forecast to underspend by £1m. In part, this is due to reduced staff travel costs as a direct result of temporary new ways of working in response to the pandemic restrictions; however the service is also holding a high number of posts vacant due to the temporary building access arrangements in place during Covid-19.
39. **Intentionally Homeless** – The number of families receiving support with accommodation reduced significantly during the first six months of the financial year. A total of 103 families were being supported in December 2019, whereas at the end of September 2020 this figure is just 40. The reduced number of families seeking support is largely due to the ban on evictions introduced by

government as part of the Covid-19 response, however the ban on evictions ceased at the end of September.

40. The level of underspending during the first six months of the year produces the current underspend of £0.450m being forecast. Given the significant unpredictability that this budget is subject to, a prudent projection of spending to budget for the last half of the year is currently being assumed. However, should a new eviction ban be introduced, or court proceedings delayed due to Covid-19, then further underspending is likely.

Graph 7: Intentionally Homeless Services – Accommodation Open Cases



41. **Children First Improvement Fund** – An underspend of £1.5m is currently being forecast against the improvement fund for 2020/21. This is in part a result of the arrival of the permanent Executive Director and a resulting change in some of the initial plans to improve the service. This means that some expenditure initially planned for this financial year will not now occur until next year, as well as a recognition that the scale of change required was unlikely to be achieved within a two year period, leading to a revision of the required timescales of some additional improvement staffing positions. As a result of this, there will continue to be a funding requirement for the improvement work into 2021/22 and beyond, with £2.6m being the latest estimate for 2021/22. The additional costs of implementing the Children First Improve Plan will be reflected in the Medium Term Financial Strategy to be presented to members in February 2021.
42. The original Children First Improvement Plan detailed £12.567m of temporary funding and £5.138m of permanent funding. The latest Improvement Plan (which incorporates the additional funding request detailed above) shows a further £3.497m of additional temporary funding and £0.360m of additional permanent funding required. An update on the Children First Improvement Plan is reported in **Appendix 3**.

Economy and Corporate Resources

| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|---|----------------|--|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £3.820m | Assumed funding from Covid-19 grant or County Council contingency | (£3.820m) | |
| Facilities Management SLA income shortfall and a reduction in car park income | £0.150m | Public Health contribution for central overhead charges | (£0.900m) | |
| | | Staffing vacancies and other underspending within the Communications Team | (£0.120m) | |
| | | Underspend from the bi-election budget and reduction in members expenses (travel, training & refreshments) and other minor underspends | (£0.106m) | |
| | | Minor underspends | (£0.100m) | |
| Economy and Corporate Resources Portfolio – Total | £3.970m | | (£5.046m) | (£1.076m) |

43. The **Economy and Corporate Resources portfolio is currently projecting a £1.076m underspend**. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
44. The underspending reported in the portfolio largely relates to a Public Health contribution towards the cost of overheads. The Public Health budget will underspend from a combination of the uncommitted element of the increase in the County Council's Public Health Grant allocation for 2020/21 and as activity levels in areas like sexual health have been lower than usual during the pandemic period. Of the potential underspend, £0.9m is currently being forecast as a contribution towards meeting overhead costs arising from Public Health activities.

Education and Skills

| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|---|----------------|--|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £6.580m | Assumed funding from Covid-19 grant or County Council contingency | (£6.580m) | |
| Home to School Transport costs; predominantly Special Educational Needs | £0.656m | Staffing vacancies within the School Effectiveness and Inclusion Service | (£0.298m) | |
| Increasing utility costs within the Crawley Schools PFI contract | £0.200m | Other minor variations | (£0.231m) | |
| Education and Skills Portfolio –Total | £7.436m | | (£7.109m) | £0.327m |

45. The **Education and Skills portfolio is currently projecting a £0.327m overspend**. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
46. The Home to School Transport service overspent by £1.350m in 2019/20 due to increased complexities, demand and costs experienced since the start of the

2017/18 academic year. An additional £1.0m has been added to this budget for 2020/21, but despite these additional funds it is still estimated that this budget will be overspent by £0.656m this year. This is based on a current assumption of projected growth in eligible pupils and inflation beyond budgeted levels for expected taxi and escort usage. There is also a projected increase in mainstream school coach costs due to the full year effect of changes implemented in 2019/20.

47. Staffing underspends relating vacancies within the School Effectiveness Service and Inclusion Services are also being forecast in the overall projection, alongside £0.1m of additional income from the Wellbeing for Education Return Grant.

Dedicated Schools Grant

48. The Dedicated Schools Grant (DSG) initial allocation in 2020/21 totals £638.3m and is made up of four separate funding blocks: Schools Block (£489.0m), High Needs Block (£91.3m), Central School Services Block (£7.5m) and Early Years Block (£50.5m).
49. The balance on the Dedicated Schools Grant reserves at the beginning of the 2020/21 financial year stood at a deficit -£1.739m. After allowing for the retrospective additional DSG allocation for Early Years of £0.328m made in July, **the current balance in reserves stands at a deficit of -£1.411m.**
50. The DSG conditions of grant for 2020/21 require all Local Authorities with a deficit, to submit a plan to the Department for Education for managing their future DSG spend. To help Local Authorities meet this requirement, the Education and Skills Funding Agency (ESFA) have devised a management plan template. This supportive tool has been created with an emphasis on enabling Local Authorities to formulate and present their DSG management plans; focusing attention on the comparison of high needs provision against spend.
51. It is the in-year pressures within the High Needs Block that are of greatest concern to the County Council. Our High Needs expenditure within West Sussex is largely driven by the number of pupils with an Education and Health Care Plan (EHCP).
52. This year, despite a £10.7m increase in our High Needs DSG allocation, the High Needs Block is still currently forecast to overspend by £9.2m. This is largely due to two factors:
 - The full year effect of the 502 new EHCP placements made last year; this was in excess of the 350 increase that was budgeted for when the original budget was set in September 2019.
 - Continuing pressures on the Independent Non-Maintained Special Schools budget, with the projected overspending having increased by £1.6m since June. £0.85m is due to the increased cost of existing placements and £0.75m due to more placements being made than expected (590 placements by the end of the year are now being forecast compared to a budgeted figure of 566).

53. The main reasons for the High Needs spending pressures in West Sussex are:

- SEND reforms have raised the expectations 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 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 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 Block.

54. **DSG Reserves** – If there are no further savings or overspendings in 2020/21 there will potentially be a DSG deficit balance of £10.697m at the end of the financial year:

Table 6: Projected Dedicated Schools Grant Reserves Balance

| | Early Years DSG Reserve £m | Schools DSG Reserve £m | General DSG Reserve £m | Total DSG Reserves £m |
|--------------------------------|---|---|---------------------------------------|--------------------------------------|
| 2019/20 Opening Balance | Nil | £0.023m | (£1.762m) | (£1.739m) |
| 2019/20 Early Years Adjustment | 0 | 0 | £0.328m | £0.328m |
| Early Years block | 0 | 0 | 0 | 0 |
| High Needs Overspending | 0 | 0 | (£9.209m) | (£9.209m) |
| Schools Overspending | 0 | (£0.077m) | 0 | (£0.077m) |
| Central block | 0 | 0 | 0 | 0 |
| 2020/21 Closing Balance | Nil | (£0.054m) | (£10.643m) | (£10.697m) |

Environment

| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|---|----------------|---|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £0.220m | Assumed funding from Covid-19 grant or County Council contingency | (£0.220m) | |
| Income loss on the sale of energy due to a down-turn in energy market rate | £0.870m | Estimated reduction on corporate utilities usage and rates | (£0.600m) | |
| Shortfall in delivery of additional income (part 2019/20 & 2020/21 savings) due to delays in project creation | £0.430m | Net reduction in tonnage volumes during April to August | (£0.610m) | |
| Increase in insurance cost at the Mechanical and Biological Treatment Centre | £0.502m | Additional planning income | (£0.300m) | |
| Estimated shortfall on recycling income | £0.220m | | | |
| Environment Portfolio –Total | £2.242m | | (£1.730m) | £0.512m |

55. The **Environment portfolio is projecting a £0.512m overspend**. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
56. The main movement relates to additional planning fee income from Highway Agreements. This reflects strong activity during the first half of the year as developers push forward with housebuilding projects across the county.
57. Waste service has been significantly impacted by the pandemic. All of the West Sussex Household Waste Recycling Sites (HWRS) were closed on the 23rd March and started to re-open (at a reduced service) from 11th May. The impact of the waste flow has changed dramatically, with more kerbside waste and recycling collected and less HWRS disposal.
58. In June and July, there was an increase in the volume of waste within the overall system, however the volume of tonnage reduced again in August. It is currently not known if the spike in tonnage during the summer was caused by the previous month's restrictions, or if there is additional household waste being produced as more people continue to work from home and not utilising business workplaces. We will need to continue to monitor this area closely over the coming months.
59. In addition, a fire at the Crawley HWRS on the 17th July has led to damage at the facility. Repairs to the building are expected to take several months, therefore a temporary recycling point for specific types of waste is now available at the Crawley site. Residents are also being signposted to the East Grinstead and Horsham HWRS for certain types of waste.
60. With many County Council buildings having a reduced occupancy in 2020/21 and with global reductions in energy prices, it is estimated that the utilities budgets will deliver a £0.6m underspending this year.

Finance

| Pressures | (£m) | Mitigations and Underspensing | (£m) | Year end budget variation (£m) |
|---|----------------|---|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £0.310m | Assumed funding from Covid-19 grant or County Council contingency | (£0.310m) | |
| Non-delivery of additional commercial investment property income saving | £0.275m | | | |
| Minor variations | £0.054m | | | |
| Finance Portfolio –Total | £0.639m | | (£0.310m) | £0.329m |

61. The **Finance portfolio is projecting a £0.329m overspend.** The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.

Fire and Rescue and Communities

| Pressures | (£m) | Mitigations and Underspensing | (£m) | Year end budget variation (£m) |
|--|----------------|--|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £3.160m | Assumed funding from Covid-19 grant or County Council contingency | (£3.160m) | |
| | | Expected underspensing within libraries and community services due to the reduced services provided during the pandemic. | (£0.150m) | |
| Fire and Rescue and Communities Portfolio – Total | £3.160m | | (£3.310m) | (£0.150m) |

62. The **Fire and Rescue and Communities portfolio is projecting a £0.150m underspend.** The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.

63. An update on the Fire Improvement Plan is reported in **Appendix 4.**

Highways and Infrastructure

| Pressures | (£m) | Mitigations and Underspensing | (£m) | Year end budget variation (£m) |
|---|----------------|---|------------------|--------------------------------|
| Covid-19 pandemic forecast expenditure | £3.040m | Assumed funding from Covid-19 grant or County Council contingency | (£3.040m) | |
| Ash Dieback emergency felling works | £0.400m | Projected National Concessionary Fares underspend | (£0.200m) | |
| | | Reduction in Street Lighting PFI electricity costs | (£0.200m) | |
| | | Reduction in fuel during pandemic restrictions | (£0.100m) | |
| Highways and Infrastructure Portfolio –Total | £3.440m | | (£3.540m) | (£0.100m) |

64. The **Highways and Infrastructure portfolio is projecting a £0.100m underspend**. The presentation above assumes where possible that all pandemic expenditure will be met by Covid-19 grant following the County Council's decision in September to allocate this funding during the year.
65. Sample inspections have now been undertaken across the county to assess the degree of emergency Ash Dieback felling work required this year. The financial pressure associated with removing trees that are significantly affected and posing a potential safety risk is estimated at £0.400m. The work will be undertaken during the autumn and winter period, ahead of the establishment of a full felling and replanting programme in 2021/22.
66. Transport fuel costs were £0.1m lower than budgeted during the first half of the financial year, following reduced education and social care transport requirements due to the Covid-19 lockdown/restrictions.

Leader

| Pressures | (£m) | Mitigations and Underspending | (£m) | Year end budget variation (£m) |
|-------------------------|---------|--|-----------|--------------------------------|
| | | In year saving from sharing a Chief Executive with East Sussex | (£0.131m) | |
| Leader Portfolio –Total | £0.000m | | (£0.131m) | (£0.131m) |

67. The **Leader portfolio continues to project a £0.131m underspend** in year due to the saving from sharing a Chief Executive with East Sussex.

Non Portfolio

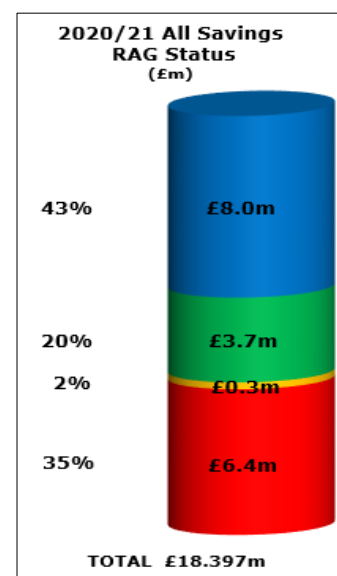
68. The Council's budgeted investment income for 2020/21 was £3.0m. As result of the Bank Rate reduction (from 0.75% to 0.10%) and prevailing market conditions over the last six months, the Council forecast that lost investment income would total £1.2m in 2020/21. Consequently, £1.2m has been claimed against the emergency Covid-19 grant funding received from Government.
69. However, due to higher cash balances than originally forecast and fixed-rate deposits/loans arranged in 2019/20 (with maturities falling throughout 2020/21) yielding higher returns than post-Covid-19 investments, the updated forecast for the remainder of 2020/21 shows that for an average investment portfolio of £380m the Council will generate a £1.0m investment income surplus against the revised 2020/21 revenue budget. As the Bank Rate is likely to remain at 0.1% for the next financial year, the Director of Finance and Support Services approves holding the 2020/21 investment income surplus in the Interest Smoothing Reserve to mitigate the risk of low investment returns during both 2021/22 and 2022/23.

Outlook for the Savings Programme

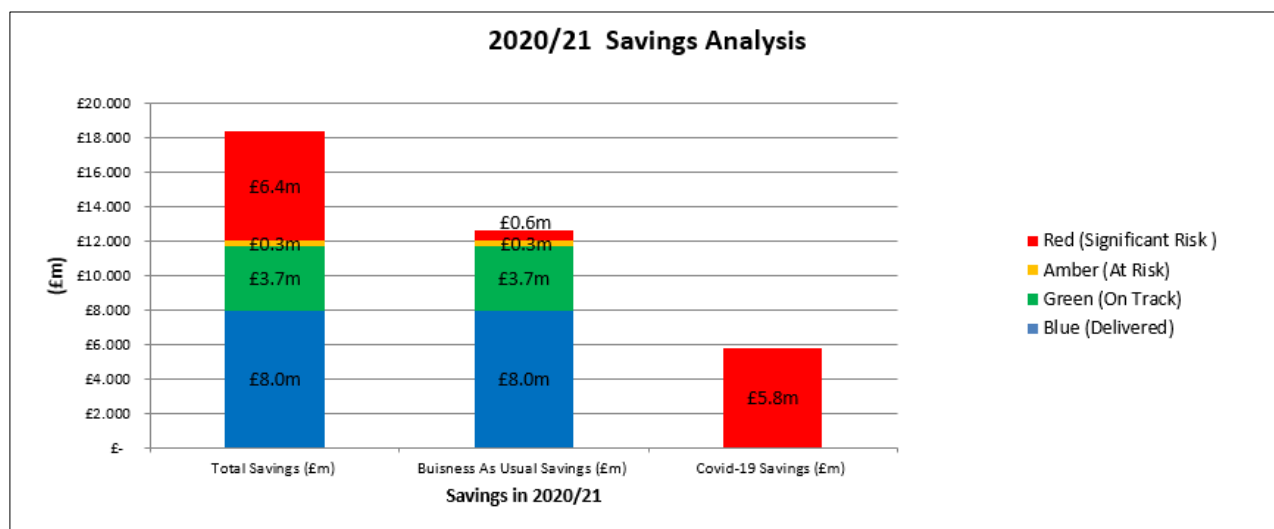
70. The 2020/21 savings target across portfolio budgets is £18.4m. Of this amount, £11.7m (63%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism; £0.3m (2%) is judged as amber where further work is required to ensure the saving can be achieved and £6.4m (35%) is judged as red with no expectation of delivery.

71. The Covid-19 pandemic has affected a number of our in-year savings plans; therefore, to identify these savings separately from the business as usual challenges, Graph 7 has been created to track the progress. Any saving values judged to be as 'at significant risk' due to the pandemic are reported as 'red' but the impact of the loss is reported in the central government Covid-19 Delta Return. Any saving values which are judged to be 'at significant risk' due to business as usual circumstances are also marked as 'red', however, the expected loss of saving is included in the council's business as usual overspend projection.

Graph 8: Savings Overview



Graph 9: Analysis of savings as at 30th September 2020



72. Graph 9 shows that only £0.6m of savings are currently considered to be 'at significant risk' due to business as usual issues and are included in the council's overspend projection, with a further £0.3m currently reported as 'at risk'.

73. Within the central government Covid-19 Delta Return, £5.8m of the 'at significant risk' savings are included in the projection. A list of the 2020/21 savings and their current RAG status is reported in **Appendix 5**.

74. In addition, there were a number of savings from 2019/20 that were not delivered permanently from the previous year, which are continuing to be monitored. The detail of these savings totalling £2.3m, are included in **Appendix 5**. Of this amount, £0.8m (35%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism; £0.8m (34%) is judged as amber where further work is required to ensure the saving can be achieved and £0.7m (31%) is judged as red with no expectation of delivery. The red savings are reflected in the forecast outturn position.

Capital Programme

75. The capital programme; as approved by County Council in February 2020, agreed a programme totalling £103.4m for 2020/21. £2.5m of this expenditure, originally profiled to spend in 2020/21, was accelerated and spent in 2019/20, revising the capital programme to £100.9m.
76. Since this time, profiled spend has increased overall by £5.5m, to give a current full year estimate spending forecast for 2020/21 of £106.4m, with £100.8m on core services and £5.6m on income generating initiatives (details are included in **Appendix 6**).
77. During the last quarter, the following additions have been made to the Capital Programme:
- £0.5m of Emergency Active Travel Fund Grant has been allocated to the capital programme to fund the emergency safe space cycling and walking measures in the wake of the Covid-19 pandemic.
 - £3.7m of Additional School Conditions Grant has been allocated to the capital programme. On the 5th August 2020, the government announced West Sussex had been awarded £3,669,175 of funding for the 2020/21 financial year.
78. With the pandemic uncertainty continuing into the autumn/winter period, it is possible that the capital programme planned works may be adversely affected. While project managers have prepared robust spending estimates, this overarching risk could suddenly affect any part of the whole programme. As such it would be prudent to note that this risk may affect the overall projected outturn spending position by up to £15m. This area will need careful monitoring as the year progresses.
79. A copy of the capital budget monitor and narrative is detailed in **Appendix 6**.
80. As part of the 2019/20 Budget Report, the County Council approved use of £5.3m capital receipts in 2020/21 to fund specific transformation projects as shown in Table 7. The report also listed further activities to which the Council could apply flexible use of capital receipts, including: customer experience, smartcore, community hubs, support in foster care capacity, waste recycling,

transformation support and support for young people not in education, employment or training.

Table 7: Flexible Use of Capital Receipts Listing Agreed at February 2020 County Council

| Project Description | Qualifying Expenditure | Estimated Project Cost as at February 2020 |
|------------------------------------|--|---|
| Continuous Improvement Expenditure | Investment in transformation across the whole council, <ul style="list-style-type: none"> • customer services • digital improvements in services | £0.7m |
| Customer Experience | Investment in specific projects across the Council to improve customer-facing work processes. | £1.4m |
| Recycling Credits | Initiatives with the district and boroughs to incentivise recycling and reduce demand pressure on the Council's Waste Service. | £2.0m |
| Fire Improvement | Investment required to effectively respond to the recommendations of the HMICFRS report published in June 2019 particularly in areas surrounding Fire Safety, prevention and protection. | £1.2m |
| Total | | £5.3m |

81. A review of work on these transformational projects found the pandemic has reduced the amount of forecast qualifying expenditure for 2020/21 on these projects to £3.7m. The reasons for the reductions include changes in teams' work during the pandemic, delays in the recycling credits waste project and scope to increase qualifying expenditure on the Fire Improvement project.
82. As shown above, in February the Council listed further activities to which it could apply flexible use of capital receipts and so maintain the planned level of spending funded from this source at £5.3m. The total forecast expenditure on these further activities amounts to around £5m, including significant amounts for Smartcore and the Children First improvement project. These areas of expenditure will continue to be reported in the Quarterly Performance Monitoring report.

Transformation Programme

83. At the start of the year, the balance on the transformation reserve stood at £11.8m. As part of the 2020/21 budget agreed by County Council in February 2020, £4.9m was transferred to the revenue account to support previously approved projects. This was mainly to cover two areas work; maximising the benefits of implementing digital capabilities within our services (£2.2m) and the implementation costs of moving to the new enterprise resource plan platform (SAP replacement) (£1.5m).

84. The Covid-19 pandemic has affected our ability to deliver all our transformational aspirations, however there are some positive progress on some key areas.
85. The implementation of our SAP replacement system Oracle has continued to progress during the summer. We predict we will incur £1.5m of costs during the financial year. The implementation date is expected to be in early Autumn 2021, although this date will be kept under review as we deal with the on-going impact of the pandemic. The total budget for the project is £2.7m of which £0.7m has been spent to date.
86. As a result of the current pandemic, a number of projects associated with improving the Council's digital capabilities have been delayed and the cost in this financial year is unlikely to exceed £0.5m. As part of the 2020/21 budget, £2.8m was drawn down from the transformation fund to meet the expected costs of the planned projects. Given the delays to the programme and the reduced spending expectations, the remaining budget will be returned to the service transformation fund for future use. There are £2.4m of savings associated with these projects in year, however, due to delays from the pandemic it is anticipated that these savings will not be achieved in 2020/21, although work continues to progress these projects.
87. As we draw to the end of our main outsourcing arrangement with Capita at the end of September 2022, there will be a number of projects undertaken to ensure that we find the correct solution for future services; whether this is accepting services back in-house or continuing with an outsourcing arrangement. Work is underway on this substantial project to explore options to determine the best outcome for service delivery for our residents. Specifically, the future of the provision for IT services is particularly complex as the provision of these services have not been considered since the outsourcing in 2010.
88. The latest estimated financial requirement for this project currently stands at £2.8m, with £1.1m of costs expected to be incurred in 2020/21. The costs associated with the options appraisal and anticipated costs of associated with implementing the new solutions will be met by the service transformation fund.

Workforce

89. Further to the workforce Key Performance Indicators (KPI's) detailed in **Appendix 7** and the annotated commentary, there are a number of key areas to note:
90. This is the second quarter since the start of the Covid-19 pandemic and it is possible to start to draw some few initial views on the impact Covid-19 has had, and is having, on the workforce.
91. After the initial national lockdown, the job market stagnated, resulting in a significantly lower number of starters and leavers than in previous months/quarters. The job market now seems to have recovered and

recruitment to the organisation appears to be back to the levels experienced pre- Covid-19.

92. The change to a predominantly home-working model seems to have had an impact on the level of short-term sickness. Calendar days lost to short-term sickness have been consistently lower since the change to home working in late March 2020. When comparing the months of April to August* between 2020 and 2019, there is 33% less short-term sickness absence in 2020 over these months, when compared with the same months in 2019. There appears to be little/no impact of Covid -19 on long term sickness absence.
93. The top reason for short-term sickness absence has changed from anxiety/stress to musculoskeletal. It is probably still a bit too early to make an assessment, but home working with employees using their own desks, chairs and other general office equipment etc. may be a contributing factor to the 15% rise in short-term sickness attributed to musculoskeletal.

Corporate Risk Register

94. **Appendix 8** provides a copy of the latest Corporate Risk Register alongside a quarterly review of the key risks and relevant changes to the risk profile/ exposure of the County Council.
95. No new risks have been added to the Corporate Risk Register this quarter, however the following changes have been made to the risk register:
 - Corporate Risk 66 – Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP)
 - Severity decreased from 25 to 20
 - To reflect completed mitigating actions
 - Corporate Risk 68 – Further waves of Covid-19
 - Severity decreased from 25 to 20
 - To reflect completed mitigating actions
96. Table 8 summarises the risks on the Corporate Risk Register with the current severity graded above the tolerance threshold:

Table 8: Corporate Risks with Severity above the Tolerance Threshold

| Risk No. | Risk Description | Previous Quarter Score | Current Score |
|----------|---|------------------------|---------------|
| CR61 | Death/serious injury of a child (Council failing in their duty) | 25 | 25 |
| CR69 | Children's services will fail to deliver an acceptable provision to the community | 25 | 25 |
| CR39a | Cyber-security | 25 | 25 |
| CR58 | Failure of social care provisions | 25 | 25 |
| CR22 | Financial sustainability | 25 | 25 |
| CR59 | Benefits from transformation are not realised | 20 | 20 |

| Risk No. | Risk Description | Previous Quarter Score | Current Score |
|----------|--|------------------------|---------------|
| CR66 | Lack of suitably qualified and experienced Approved Mental Health Professionals (AMHP) | 25 | 20 |
| CR68 | Covid-19 and risk to the delivery of WSCC's services | 25 | 20 |
| CR1 | No deal Brexit | 16 | 16 |
| CR11 | Recruit and retain staff | 16 | 16 |
| CR50 | Insufficient health & safety governance | 16 | 16 |
| CR71 | Mental and physical wellbeing of WSCC staff due to working from home | 16 | 16 |

97. Operational Covid-19 risks are considered and managed with the services, either through the production of new risks or applying ramifications to an existing risk and its assessment. In addition, corporate Covid-19 risks are captured and controlled by the Council's Covid-19 response team.

98. Table 9 summarises the current key corporate Covid-19 risks.

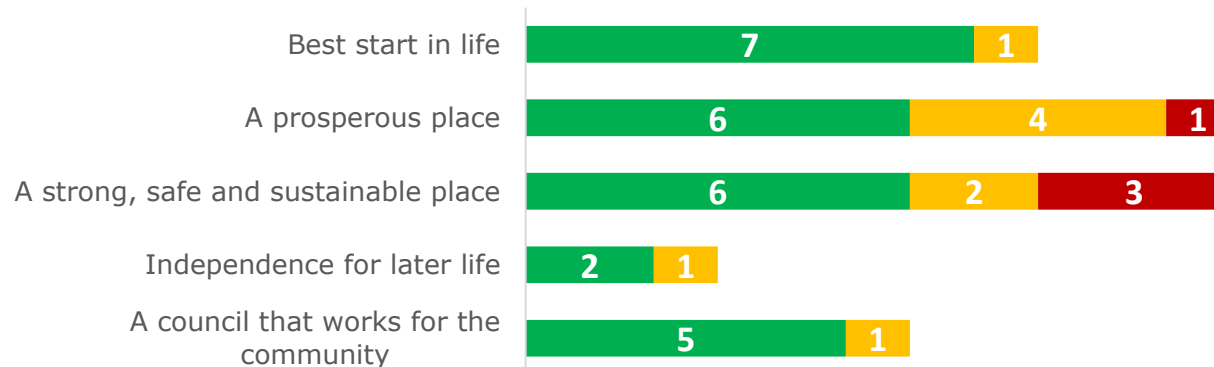
Table 9: Key Corporate Covid-19 Risks

| Key Corporate Covid-19 Risks |
|---|
| Staff Shortage in Adults Services for older people's visits Community Hubs may not have enough staff capacity to manage an increase in demand , resulting in a failure to deliver essential food and medicine to vulnerable people. |
| Once restrictions are relaxed/lifted and we move into the recovery phase the Council may be able to work through the backlog of business as usual events in a timely manner due to volume of activity and social distancing restrictions. This will result in a significant reduction in revenue and reputational damage to the Council. |
| Providers are increasingly unwilling to accept new placements which may cause a reduction in external placements and in-house foster care arrangements. This will lead to children not being looked after, becoming more vulnerable and at risk of harm. |
| Care homes are struggling to maintain an economically sustainable number of residents when experiencing deaths due to Covid-19 (>50% occupancy required). This lack of revenue creates a risk of care home closures which would then require financial intervention by WSCC to prevent this from occurring. |
| Government have issued instructions to highlight the local authority's role within the national Test and Trace Programme (particularly regarding Local Outbreak Plans). Should the government also issue direction to apply restrictions at a local level it will have further significant resource implications for Public Health and their ability to manage the current requirement and ongoing threat. |
| Advice and guidance on suspected Covid-19 cases has been devolved down to Local Authorities with immediate effect. There's a significant concern that there may be a surge in demand for support , which will lead to a strain on the council's ability to respond/support in a timely manner in order to reduce the impact on our residents. |

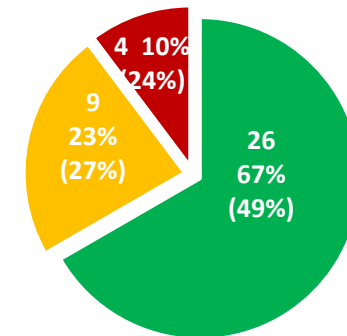
September 2020 QPM Performance Report

This report provides the latest position against the West Sussex Plan (2017-22) and includes commentary against measures that are not on track to meet their target. The 2020/21 targets have been reprofiled for the year to reflect updated benchmarking data. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail.

2020/21 year-end forecast of our 39 measures of success






March 2020 outturn in brackets




Exceptions Report

Measures with **new** updates reporting red, or amber and performance is not improving

| Measures for success | | 2022 Target | 2020/21 Milestone | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Year End Forecast |
|--|---|--|-------------------|-------------|-------------|-------------|-------------|-------------------|
|  39 | Average time between a child entering care and moving in with their adoptive family | ≤365 days by 2022 | 426 | 497.35 ↑ | 511.38 ↑ | 504.34 ↓ | 509.65 ↑ | R |
|  59 | Freedom of Information requests responded to within time | 95% of FOIs within 20 working days by 2022 | 95% | 81% ↓ | 89% ↑ | 88% ↓ | 80% ↓ | A |
|  62 | Decision transparency | 75% of key decisions published in the Forward Plan at least 2 months prior to decision being taken | 72.5% | 74% ↑ | | | 64% ↓ | G |

Annual measures

| Measures for success | | 2022 Target | 2020/21 Milestone | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Year End Position |
|---|--|--|-------------------|-----------------|-----------------|-----------------|---------------|-------------------|
|  36 | People killed or seriously injured in road traffic accidents per billion vehicle miles | Top quartile of statistical neighbours by 2022 - ≤48 | 68 | 102 (2017) ↓ | 104 (2018) ↑ | 118 (2019) ↑ | Due Sept 2021 | R |

September 2020

Highlights

(25) - Total length of new installations cycle path. We have implemented 32.15km of new cycle paths since the start of the plan and exceeding our milestone target of 25.5km. This excludes the 7 pop-up cycle lanes across the county.

(35) - Calls to critical fires where the first fire engine met our emergency response standard – Q1 and Q2 results are 91.5% and 90.2%, both improved compared to 2019-20 year-end results and exceeding our target of 89%.

(37) - Operation Watershed fund allocated to community projects – we have achieved our milestone target ahead of year-end by funding 93 projects.

Challenges

A strong, safe and sustainable place

| | | |
|--|---|------------------------------|
| 36 People killed or seriously injured (KSI) in road traffic accidents per billion vehicle miles | Target Top quartile of statistical neighbours by 2022 2020-21 milestone target 68 | 2019 <div>118 ↑</div> |
| Performance Performance has increased to 118 for 2019 compared to 104 in 2018 and compared to England average of 79 KSI per billion vehicle miles. In May 2019, Sussex Police began recording their collision data in a new national database called CRaSH which has changed how it records casualty severity and this has led to a significant upturn in the number of casualties who might have previously been recorded as "Slight" now being recorded as "Serious". This change means KSI outturns now recorded are not directly comparable with previous data. Between 1 January and 31 August 2020, the total number of collisions dropped 21% against the same period last year and the number of casualties dropped 25%. This reduction will mainly be a result of the Lockdown earlier this year. The KSI total remains similar to last year's total for the same period, with the data now being recorded in CRaSH apparently cancelling out any Lockdown reduction. | Recovery actions It should be recognised that the benefits from road safety engineering schemes take time to translate into reductions in the casualty figures. On-going road safety engineering schemes, education, training and publicity include: <ul style="list-style-type: none">• Our partnership with The Sussex Safer Roads Partnership, which promotes a wide range of behavioural change programmes.• Our Road Safety Facebook page, which allows us to engage with the community on road safety issues, run educational campaigns and generates discussion and dialogue between road users.• Thirteen locations were treated last year as part of an annual local safety programme that looks to make road improvements to areas that have a historically higher number of road traffic accidents. Measures ranged from signing improvements, resurfacing with high skid resistant materials to altering junction layouts. | |

THE WEST SUSSEX PLAN










| | |
|---|--|
| Pedal cyclist KSIs have increased on previous years, this is related to a large increase in cycling that began during the Lockdown; the authority, with funding from central government, is trialling 'Pop-Up' cycle routes with an aim to improve the cyclist's safety and encourage a shift from cars to bikes. | |
|---|--|

| | | |
|---|---|--------------------------|
| 39. Average time between a child entering care and moving in with their adoptive family | Target 365 days by 2022 2020-21 milestone - 426 days | Sept 2020 509.65 ↑ |
| Performance | Recovery actions | |
| Performance has increased. This figure is always impacted by a number of children who 'fall out' of the reporting dataset and for August they have decreased. Covid-19 continues to lead to the delay of some transitions of children to their adoptive family. | West Sussex continues to liaise closely with Adoption South East (ASE) to identify adopters for children at an early stage. Adopter resource is good, with the challenge being identifying adopters for siblings. ASE has committed to parallel interagency planning for siblings to ensure they are able to move to their adoptive families as soon as possible. | |












A council that works for the community

| | | |
|---|--|-----------------------|
| 59. Freedom of Information requests responded to within time | Target 95% | Sept 2020 80% ↓ |
| Performance | Recovery actions | |
| 103 requests were due to be responded to in September of which 82 were responded to on time. | A reminder was circulated to all staff week commencing 5th October that there is a statutory responsibility to answer within 20 days and that the relaxation in place since the Covid outbreak was being removed. Staff were asked to ensure they respond in a timely fashion to any requests for information. | |
| 62. Decision Transparency | Target 75% by 2022 2019-20 milestone target 72.5% | Sept 2020 64% ↓ |
| Performance | Recovery actions | |
| It should be noted that two decisions were in the plan for 55 days rather the target of 56 (2 months) and published a day later would have changed the figure to 71%. Overall average for the 1 st half year is 79%, exceeding the target. There will always be the challenge of urgent decisions, which will have an impact on the overall figure. | Democratic Services will continue to support services to ensure that key decisions are listed in the Forward Plan for at least two months and it is hoped that support and training provided by the service will see the target of 75% being achieved consistently by the target date of March 2022. | |

Monthly/Quarterly Measures


































| Measures for success | | Report Cycle | Target | 2020/21 Milestone | Aim High /Low | Baseline | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Forecast (Year End) | |
|--|-----|---|-----------|---|---------------|----------|--------|-------------|--------------------------|--------------|--------------|--------------|-------------|----------------|---|---|
| Best start in life | | | | | | | | | | | | | | |  | |
|  | 5 | Families turned around | Quarterly | ≥3,940 by 2020 | 4,600 | H | 1,281 | | 3,940 | | | 4,294 ↑ | | 4,577 tbc ↑ | G | |
|  | 8 | West Sussex Children Looked After per 10,000 | Monthly | Average of statistical neighbours by 2022 - 52 | 52 | | 41.2 | 45.9 ↑ | 46.54 ↑ | 47.91 * ↑ | 48.14 * ↑ | 48.54 ↑ | 49.4 ↑ | 50.08 ↑ | 52.18 ↑ | G |
|  | 9 | West Sussex children subject to Child Protection Plan for 2 years or more | Monthly | Top quartile of statistical neighbours by 2022 - ≤1.35% | ≤2.3 | L | 2.4% | 1.1% ↓ | 0.97% ↓ | 1.10% ↑ | 1.0% ↓ | 0.77% ↓ | 0.95% ↑ | 0.91% ↓ | 0.53% ↓ | G |
|  | 10 | Stability of Children Looked After (3 or more placements during the year) | Monthly | ≤ 10% by 2022 | 10.5% | L | 10.7% | 10.1% ↑ | 11.1% ↑ | 10.8% ↓ | 10.3% ↓ | 11.1% ↑ | 10.7% ↓ | 8.5% ↓ | 8.5% → | A |
|  | 11 | Review of Child Protection Conferences completed in timescales | Monthly | ≥99% by 2022 | 99% | H | 96.6% | 99.1% ↑ | 98.3% ↓ | 100% ↑ | 98.3% ↓ | 100% ↑ | 99.3% ↓ | 96.4% ↓ | 97.6% ↑ | G |
|  | 12 | Child Sexual Exploitation - children identified have a plan in place to manage risk and vulnerability. | Quarterly | 100% | 100% | H | 75% | | | | | 100% ↑ | | | 100% → | G |
|  | 160 | CLA placed outside LA boundary and more than 20 miles from where they used to live | Quarterly | 15% or less by 2022 | 15% | L | 13.5% | | 15.3% | | | 13.7% ↓ | | | 13.7% → | G |
|  | 161 | Percentage of Care Leavers that the LA is in touch with | Quarterly | Average of statistical neighbours by 2022 - ≤ 89% | 89.0% | H | 90.30% | | 93% | | | 93% → | | | 93% → | G |
| A prosperous place | | | | | | | | | | | | | | |  | |
|  | 28 | Economically active 16-64 year olds who are employed | Quarterly | Top quartile of statistical neighbours by 2022 - ≥ 80.45% | 80.45% | H | 80.2% | | 80.7% ↑ | | | Due Oct 2020 | | | Due Jan 2020 | G |
| A strong, safe and sustainable place | | | | | | | | | | | | | | |  | |
|  | 35 | Calls to critical fires where the first fire engine met our emergency response standard | Quarterly | 90% by 2022 | 89% | H | 87.3% | | 86.7% (full yr av.) ↑ | | | 91.5% ↑ | | | 90.2% ↓ | A |
|  | 37 | Operation Watershed fund allocated to community projects | Quarterly | 103 projects supported by 2022 | 93 | H | 50 | | 81 ↑ | | | 85 ↑ | | | 93 ↑ | G |
|  | 39 | Effective CLA Permanency Planning (Average time between a child entering care and moving in with their adoptive family) | Monthly | ≤365 days by 2022 | 426 | L | 466.69 | 488.17 ↓ | 488.47 ↑ | 495.17 ↑ | 495.5 ↑ | 497.35 ↑ | 511.38 ↑ | 504.34 ↓ | 509.65 ↑ | R |

Monthly/Quarterly Measures





























| Measures for success | | Report Cycle | Target | 2020/21 Milestone | Aim High /Low | Baseline | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Forecast (Year End) |
|--|--|--------------|--|-------------------|---------------|----------|------------|-----------------------|------------|-------------|---------------|-------------|-------------|--------------------------------|---------------------|
|  40 | Safe and Well visits carried out for those at highest risk | Quarterly | 19,800 by 2022 cumulative | 15,800 | H | 4,000 | | 13,833 ↑ | | | 14,448 ↑ | | | 15,539 ↑ | G |
|  41 | Reports of crime in West Sussex - overall crime recorded per 1,000 population | Quarterly | Below the regional average by 2022 - 80.5 | 81.8 | L | 56.07 | | 71.7 ↑ | | | 71.8 ↑ | | | due Nov 2020 | 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 | | 855 ↑ | | | 294 | | | 661 ↑ | G |
|  43 | Renewable energy generated by WSCC | Quarterly | 50% increase on baseline by 2022 | 9,141 MWh | H | 6,094MWh | | 16,236 mwh ↑ | | | 6,695 mwh | | | 12,165 mwh ↑ | G |
| A council that works for the community  | | | | | | | | | | | | | | | |
|  59 | Freedom of Information requests responded to within time | Monthly | 95% by 2022 | 95% | H | 80% | 83% ↓ | 90.75% annual average | 73% ↓ | 82% ↑ | 81% ↓ | 89% ↑ | 88% ↓ | 80% ↓ | A |
|  60 | Formal member meetings webcast | Quarterly | Increase by 10% each year to 2022 to 36.4% | 33.8% | H | 26% | | 61.4% ↑ | | | 100% ↑ | | | 100% → | 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 | 23,358 | H | 18,851 | | 25,639 ↑ | | | 29,942 ↑ | | | 32,742 ↑ | G |
|  62 | Decision transparency | Quarterly | 75% of key decisions published in the Forward Plan at least 2 months prior to decision being taken | 72.5% | H | 64% | | 69% ↓ | | | 74% ↑ | | | 64% ↓ | 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 | 7,381 | H | 3,986 | 8,101 ↑ | 8,845 ↑ | 9,401 ↑ | 10,233 ↑ | 10,412 ↑ | 10,728 ↑ | 10,921 ↑ | 11,187 ↑ | G |
|  66 | The County Council's response to recommendations from customer complaint resolutions | Quarterly | 100% by 2022 | 90% | H | 94% | | no data covid | | | no data covid | | | data will resume from Oct 2020 | G |

* The amended target has resulted in adjusted RAG results. April and May are different to previously reported.














Annual Measures

| Measures for success | | Report Cycle | Target | 2020/21 Milestone | Aim High/ Low | Baseline | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Forecast (Year End) |
|---|--|----------------|--|-------------------|---------------|----------|---|--|---|--|---------------------|
| A prosperous place | | | | | | | | | | | |
|  21 | Business start-ups | Annually (Dec) | Top quartile of statistical neighbours by 2022 - 11.33% | 11.2% | H | 12.2% | 10.8%  | 10.5%  | Due Dec 2020 | Due Dec 2021 | A |
|  22 | Business survival and retention (5 year survival rate) | Annually (Dec) | Top quartile of statistical neighbours by 2022 - >47.24% | 47% | H | 43.3% | 2012-17 47%  | 2013-18 46.08%  | Due Dec 2020 | Due Dec 2021 | A |
|  23b | Coverage of superfast fibre broadband | Annually (Oct) | 96% West Sussex coverage by 2022 | 95% | H | 95% | 95.6% | 95.9%  | 96.4%  | Due Oct 2020 | G |
|  24 | Additional school places delivered | Annually (Oct) | Total school places 127,256 by 2022 | 129,680 | H | 109,017 | 126,143 | 127,323  | 128,422  | Due Oct 2020 | G |
|  25 | Cycling - total length of cycle path - new installations | Annually (Mar) | 60% increase by 2022 on the amount of new installation | 25.53km | H | 0km | 5.57km | 11.37km  | 28.65km  | 32.15km  | 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%  | 2017-19 4.7%  | G |
|  27 | Average gross weekly earnings for full time workers resident in West Sussex | Annually (Nov) | Top quartile of statistical neighbours by 2022 - ≥£593.40 | £593.40 | H | £593.40 | £554.10 (2017)  | £574.90 (2018)  | £602.20 (2019)  | Due Nov 2020 | G |
|  29 | 16-17 year olds who are not in education, employment or training - measure now includes ' unknowns'. | Annually (Mar) | Top quartile of Local Authorities nationally by 2022 - <3.8% | 7.3% | L | | | 2.7%  | 2.4%  | 9.6% (in year) | A |
|  31 | Adults with learning disabilities who are in paid employment | Annually (Jul) | England average or better by 2022 - 6% | 4.9% | H | 2.2% | 3.2%  | 2%  | 2.1%  | Due Jul 2021 | R |
|  33 | Economic growth - GVA | Annually (Dec) | Above South East average by 2022 - £30,356 | £30,356 | H | £25,221 | £26,304  | £26,589  | Due Dec 2020 | Due Dec 2021 | A |







Annual Measures

| Measures for success | | Report Cycle | Target | 2020/21 Milestone | Aim High/ Low | Baseline | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Forecast (Year End) |
|--|---|----------------|--|-------------------|---------------|----------------------|---|---|---|---------------|---------------------|
| A strong, safe and sustainable place  | | | | | | | | | | | |
|  7 | Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population | Annually (Mar) | Top quartile of statistical neighbours - 183.16 | 191.2 | L | 220 | 222.2  | 235.1  | Due Mar 2021 | Due Mar 2022 | R |
|  36 | People killed or seriously injured in road traffic accidents per billion vehicle miles | Annually (Sep) | Top quartile of statistical neighbours by 2022 - ≤48 | 68 | L | 103 | 102 (2017)  | 104 (2018)  | 118 (2019)  | Due Sept 2021 | R |
|  46 | Household waste sent to landfill | Annually (Aug) | 9% by 2022 (top quartile) | 10% | L | 49% sent to landfill | 39%  | 30.18%  | 18.09%  | Due Aug 2021 | A |
|  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%  | 100%  | Due Apr 2021 | G |
| Independence for later life  | | | | | | | | | | | |
|  51 | People who use services who say that those services have made them feel safe and secure | Annually (Jun) | 95% by 2022 | 94% | H | 82.9% | 87.1%  | 91.9%  | 93%  | Due Jul 2021 | A |
|  54 | Emergency admissions for hip fractures in those aged 65+, per 100,000 | Annually (Feb) | Maintain at 612 per 100,000 by 2022 | 612 | L | 578 | 569  | 560  | Due Feb 2021 | Due Feb 2022 | G |
|  55 | Social isolation - adult social care users who have as much social contact as they would like | Annually (Jun) | 50% by 2022 | 48% | H | 45.8% | 41.2%  | 46%  | 48%  | Due Jun 2021 | G |















Monthly/quarterly measures suspended for the remaining 2020-21














| Measures for success | | Report Cycle | Target | 2020/21 Milestone | Aim High /Low | Baseline | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 | Note | |
|--|-----|---|-----------|---|---------------|----------|--------|------------|-----------------|--------|--------|---|---|
| Best start in life  | | | | | | | | | | | | | |
|  | 2 | West Sussex schools that are judged good or outstanding by Ofsted | Monthly | Top quartile of all Local Authorities by 2022 - currently | 91.0% | H | 81.6% | 87.6% ↑ | 87.6% → | C | C | C | Ofsted inspection of schools not happening during covid |
|  | 3 | Pupils attending West Sussex schools that are judged good or outstanding by Ofsted | Monthly | Top quartile of all Local Authorities by 2022 - currently | 90.0% | H | 81% | 86.5% ↑ | 86.6% ↑ | C | C | C | |
|  | 4 | Attendance of West Sussex Children Looked After at their school | Monthly | Top quartile of all Local Authorities by 2022 - 96.1% | 95.5% | H | 92.7% | 90.2% ↑ | 90.6% ↑ | C | C | C | |
|  | 13 | West Sussex children placed in residential homes rated good or outstanding | Quarterly | 90% by 2022 | 89% | H | 84% | | 95.8% ↑ | | | C | Progress and attainment data publication will be impacted by dfe arrangements to deal with cancellation of tests and exams. Results will not be comparable to previous years results. |
|  | 19 | Reoffending rates for children and young people (aged 10 to 17) | Quarterly | Top half of statistical neighbours by 2022 - 35% | 30.0% | L | 37.3% | | 47.9% ↑ | | | C | Ministry of Justice cancelled data publication due to Covid |
| A prosperous place  | | | | | | | | | | | | | |
|  | 23a | Access to superfast fibre broadband | Quarterly | Additional 8,000 premises have access to superfast fibre by | complete | H | 1,203 | 8,199 | | | | Project Complete and exceeded target | |
| A strong, safe and sustainable place  | | | | | | | | | | | | | |
|  | 38 | Households living in temporary accommodation per 1,000 households | Quarterly | Top quartile of statistical neighbours by 2022 - ≤0.56 | 1.1 | L | 1.5 | | 1.9 Dec 19 ↓ | | | C | Government action on homeless during covid has changed the priority |
|  | 44 | Carbon reduction achieved by WSCC in tonnes emitted | Quarterly | 50% decrease on baseline by 2022 to 16,011 or less | complete | L | 32,022 | | 15,100 | | | Target achieved. Climate Change and Environment Strategy activity will identify replacement for reset plan. | |
| Independence for later life  | | | | | | | | | | | | | |
|  | 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 - 85.3% | 83% | H | 79% | 81% → | 81% → | | | C | CQC have paused their routine inspections due to Covid |

Monthly/quarterly measures suspended for the remaining 2020-21

| Measures for success | | Report Cycle | Target | 2020/21 Milestone | Aim High /Low | Baseline | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 | Note |
|--|---|--------------|--|-------------------|---------------|----------|-----------|-----------|----------|----------|----------|---|
|  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 - 91.3% | 91% | H | 90% | 90% ↓ | 90% → | | | C | CQC have paused their routine inspections due to Covid |
|  52 | Delayed transfers of care from hospital that are attributed to social care | Monthly | 2 delayed days per 100,000 population | 2.3 | L | 5 | 2.95 ↑ | C | C | C | C | NHS suspended the collection of DTOC data during Covid and will remain suspended until March 2021 |
| A council that works for the community  | | | | | | | | | | | | |
|  64 | Residents' issues considered by County Local Committees | Quarterly | 60% by 2022 | 55% | H | 11% | | 59% ↑ | | | C | CLC meetings are not taking place during Covid |
|  65 | Level of community grants that support The West Sussex Plan priorities | Quarterly | 100% by 2022 | 100% | H | 100% | | 100% → | | | C | Prerequisite that any grants are now only made against West Sussex Plan priorities so no longer a meaningful measure. |
|  67 | Partnership 'deals' achieved between the County Council and our District and Borough partners | Quarterly | 12 deals signed by 2022 | 12 | H | 3 | | 7 → | | | C | Not a priority during Covid as partnership focus is on joined up response |

Annual measures suspended for the remaining 2020-21

| Measures for success | | Report Cycle | Target | 2020/21 Milestone | Aim High/Low | Baseline | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Note |
|--|--|----------------|---|-------------------|--------------|----------|------------|-----------------|------------|----------|---|
| Best start in life  | | | | | | | | | | | |
|  1 | Children achieving a 'Good Level of Development' in Early Years Foundation Stage | Annually (Oct) | Top quartile of all Local Authorities by 2022 - >74.1% | 72.5% | H | 70.6% | 70.6% | 71.4% ↑ | 71.9% ↑ | C | Progress and attainment data publication will be impacted by dfe arrangements to deal with cancellation of tests and exams. Results will not be comparable to previous years results. |
|  6 | Healthy weight 10-11 year olds | Annually (Dec) | Top quartile of all Local Authorities by 2022 - >67% | 67.0% | H | 70.3% | 70.2% ↓ | 70.4% ↑ | Data lag | C | National programme halted due to Covid |
|  14 | Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths | Annually (Dec) | exceed national average by 2022 - 65% | 65.0% | H | 56.2% | 56.2% | 61.5% ↑ | 62.9% ↑ | C | Progress and attainment data publication will be impacted by dfe arrangements to deal with cancellation of tests and exams. Results will not be comparable to previous years results. |
|  15 | Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths | Annually (Dec) | exceed national average (currently 64.7%) by 2022 | 64.0% | H | 55% | 55% | 61.8% ↑ | 62.7% ↑ | | |
|  16a | Countywide take up of free early education and childcare: 3 and 4 year old | Annually (Jul) | Top quartile of statistical neighbours by 2022 - 98.75% | 98.0% | H | 96% | 95% ↓ | 94% ↓ | 95% ↑ | | |
|  16b | Countywide take up of free early education and childcare: 2 year old | Annually (Jun) | Top quartile of statistical neighbours by 2022 - 76.25% | 76.25% | H | 79% | 75% ↓ | 77% ↑ | 79% ↑ | | |
|  17 | Key Stage 4 Progress 8 score | Annually (Jan) | Top quartile of Local Authorities nationally by 2022 ->0.09 | 0.09 | H | 0.03 | 0.03 ↓ | 0.05 ↑ | 0.05 ↔ | | |
|  18a | Children Looked After (12 months+) achieving educational outcomes in line with their peers KS4 | Annually (Mar) | In line with national average of peers KS4 -1.23 | -1.23 | H | -1.14 | 1.46 ↓ | -0.91 ↑ | -1.21 ↓ | C | Progress and attainment data publication will be impacted by dfe arrangements to deal with cancellation of tests and exams. Results will not be comparable to previous years results. |
|  18b | Children Looked After (12 months+) achieving educational outcomes in line with their peers KS2 | Annually (Mar) | In line with national average of peers KS2 37% | 34.0% | H | n/a | 13.6% ↓ | 31.3% ↑ | 30.4% ↓ | | |
|  18c | Children Looked After (12 months+) achieving educational outcomes in line with their peers KS1 | Annually (Mar) | In line with national average of peers KS1 37% | 33.5% | H | 15.8% | 33.3% ↑ | suppressed ↓ | 30.4% ↑ | | |
|  20a | Attainment of disadvantaged pupils is in line with their peers KS4 | Annually (Dec) | In line with national average of peers by 2022 KS4 0.58 | 0.58 | L | 0.75 | 0.75 ↑ | 0.79 ↑ | 0.76 ↓ | | |
|  20b | Attainment of disadvantaged pupils is in line with their peers KS2 | Annually (Dec) | In line with national average of peers by 2022 KS2 19.8% | 22% | L | 23% | 23% ↓ | 23.4% ↑ | 25.3% ↑ | | |
|  20c | Attainment of disadvantaged pupils is in line with their peers KS1 | Annually (Dec) | In line with national average of peers by 2022 KS1 19% | 20.2% | L | 22.2% | 22.2% ↑ | 20.2% ↓ | 24.1% ↑ | | |

| Measures for success | | Report Cycle | Target | 2020/21 Milestone | Aim High/Low | Baseline | 2017/18 | 2018/19 | 2019/20 | 2020/21 | Note |
|--|--|-------------------|---|-------------------|--------------|-----------|-----------------|------------------|------------|---------|--|
| A prosperous place  | | | | | | | | | | | |
|  30 | Apprentices in West Sussex | Annually (Nov) | ≥7,390 by 2022 | 7,038 | H | 5,790 | 4,790 ↓ | 4,860 ↑ | Data lag | C | Tracking data impacted by covid. Skills strategy as part of Economy Plan will consider new and relevant measures as part of reset plan. |
|  32 | Residents who feel happy with West Sussex as a place to live, work or visit | Biennial (Oct 18) | 80% by 2021 and 2022 | 80% | H | n/a | Biennial | 70% | Biennial | C | The West Sussex biennial survey will now not be undertaken until 2021. |
| A strong, safe and sustainable place  | | | | | | | | | | | |
|  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 → | 8 → | Data lag | C | Superseded with other service priorities during Covid. |
|  45 | Ultra-low emission vehicles registered for the first time | Annually (Oct) | Top quartile of statistical neighbours by 2022 - > 1083 registered vehicles | 799 | H | 327 | 391 (2017) ↑ | 496 (2018) ↑ | Data lag | C | Lack of available data and due to the impact of Covid on new vehicle registration |
|  47 | Museums and theatres in West Sussex - visitors at attractions | Annually (Aug) | 20% increase by 2022 | 2,127,729 | H | 1,850,199 | | 3.7m (2018) ↑ | Data lag | C | Data is unavailable due to Covid |
| Independence for later life  | | | | | | | | | | | |
|  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 - >85.7% | 86.50% | H | 85.7% | 87.8% ↑ | 73.2% ↓ | 68.2% ↓ | C | The current reablement contract is operating far more effectively than the strict definition of this indicator and a new improved measure will be included in reset plan |
| A council that works for the community  | | | | | | | | | | | |
|  56 | Level of satisfaction of the services received by our residents | Biennial (Oct 18) | 80% by 2022 | 80% | H | 0% | Biennial | 46% | Biennial | C | The West Sussex biennial survey will now not be undertaken until 2021. |
|  57 | Residents who agree that the council provides good value for money | Biennial (Oct 18) | 80% by 2022 | 80% | H | 0% | Biennial | 35% | Biennial | C | The West Sussex biennial survey will now not be undertaken until 2021. |
|  58 | Residents who find it easy to access information, services and support they need | Annually (Oct) | 80% by 2022 | 80% | H | 53% | Biennial | 48% ↓ | Biennial | C | The West Sussex biennial survey will now not be undertaken until 2021. |

Appendices

- Appendix 1 – Revenue Budget Monitor and Useable Reserves – as at September 2020
- Appendix 2 – Covid Grant Funding Allocated to West Sussex – as at October 2020
- Appendix 3 – Children First Improvement Plan Update – as at September 2020
- Appendix 4 – Fire Improvement Plan Update – as at September 2020
- Appendix 5 – Savings Monitor – as at September 2020
- Appendix 6 – Capital Programme Budget Monitor – as at September 2020
- Appendix 7 – Workforce Key Performance Indicators – as at September 2020
- Appendix 8 – Corporate Risk Register – as at September 2020