

OUTTURN TOTAL PERFORMANCE MONITOR 2017/18

1. Financial performance (revenue and capital), savings delivery and business performance is monitored on a monthly basis through the Total Performance Monitor (TPM). The report is intended for the public, senior officers, all members including select committee members and Cabinet.

Revenue Outlook

2. This section sets out the outturn financial position for 2017/18. The formal financial statements are still in preparation for the external audit after which, they will be submitted for approval by the Regulation, Audit and Accounts Committee. The position within this report is therefore provisional, although no material changes are anticipated.
3. The revenue spending for 2017/18 is £526.360m for portfolio and non-portfolio budgets as detailed in Appendix 1(a) and 1(b).
4. Appendix 1(c) and 1(d) detail the final agreed carry forward requests from the February TPM and additional transfers to reserves.

Table - Summary of 2017/18 Pressures and Mitigations

Portfolio	Pressures and Underspends	(£000)	Mitigation	(£000)	Variation To Budget (£000)
Adults & Health	Learning Disability customer growth and market price pressure	3,100	Use of Improved Better Care Fund (iBCF) to support demand pressures	(2,457)	
	Delay in delivery of savings for Life Pathways and Parity in Disability-related expenditure	500	Better than expected recovery of surpluses in direct payment accounts	(400)	
	Working Age Mental Health forecast overspend	139	Forecast reduction in spending due to winter related factors/ other one-off opportunities	(519)	
	Physical and Sensory Impairment customer volume growth	149			
Adults & Health		3,888		(3,376)	512
Children & Young People	Net additional costs for CLA cases; particularly Children with Disabilities	312	Staff savings and project underspends in Integrated Prevention Earliest Help service	(1,396)	
			Reduced costs for Unaccompanied Asylum Seeking children resulting from additional grant funding	(205)	
Children & Young People		312		(1,601)	(1,289)
Education & Skills	Home to School SEND Transport costs; predominantly for solo taxis	1,476	Net underspends in staff costs	(763)	
	Net additional costs for funding school redundancies and supporting EHCP assessments	404			
Education & Skills		1,880		(763)	1,117
Environment	Net additional costs in Waste Disposal predominantly from delay to implementing new RDF arrangements	906	Reduced waste tonnages and costs during the year. This includes £0.5m transfer to new waste volatility reserve.	(634)	
	Additional consultancy costs to support development of Waste Strategy	42	Increased recovery of income owed from third parties and small underspend on Countryside Services	(188)	
	Additional costs from reversal of charges at Household Waste Recycling Centres	700			
Environment		1,648		(822)	826

Portfolio	Pressures and Underspends	(£000)	Mitigation	(£000)	Variation To Budget (£000)
Finance & Resources	Accounting adjustment to increase the provision of bad debt	819	Reduction of expenditure on running contract costs including postage and stationary	(807)	
	Net additional costs for revised business rates offset by underspending on feasibility works and other small underspends	(153)			
	Net additional costs for reactive Facilities Management maintenance	343			
	Increased staffing costs	118			
Finance & Resources		1,127		(807)	320
Highways & Infrastructure	Additional energy inflation cost relating to Street Lighting PFI	128	Costs offset from use of Streetworks Permit scheme	(456)	
	Reduced demand on National Concessionary Fare Scheme	(601)	Capitalisation of Operation Watershed revenue costs	(404)	
	Additional costs to support Highways Maintenance contract procurement and other small overspends	308			
	Net additional costs for planning issues (e.g. legal costs for range of planning appeals) and increased costs for transport provision	274			
Highways & Infrastructure		109		(860)	(751)
Leader (including Economy)			Underspend on feasibility for Horsham Business Park and Bognor Digital hub	(266)	
			Staffing vacancies within the Communications team and small underspend on Broadband and Gigabit projects	(224)	
Leader (including Economy)		0		(490)	(490)
Safer, Stronger Communities	Additional costs for Firefighter induction course, delayed implementation of new control centre and a small overspend on Worth Domestic Abuse Services.	356	Underspend on Gypsy Roma & Traveller sites, staffing within management and other small underspends	(200)	
Safer, Stronger Communities		356		(200)	156
Total Portfolio Budget		9,320		(8,919)	401
Non Portfolio				(4,450)	(4,450)
Projected Total Variance					(4,049)
Contingency – Original budget					(3,204)
Contingency items, including Gypsy & Traveller maintenance costs, Insurance Provision, Sussex Healthcare & Shoreham					1,302
Contingency – Remaining budget					(1,902)
Total Outturn Variation					(5,951)
Transfers to Reserve					4,000
Transfer to General Fund					1,951
Balance Remaining					0

Adults and Health

- As reported in the February TPM, the portfolio has incurred £4m of pressure during the financial year (which equates to 2.1% of base budget) due to two issues:
 - Demand pressures within Learning Disabilities. During the year, the size of the cohort increased by 1.5% which was due to the transition of younger people into the service and increasing life expectancy for the customer group as a whole. The LD budget has also seen above inflation price rises throughout the year from external providers;

- Delayed delivery of savings in relation to disability-related expenditure (DRE) and Lifelong Services. Both savings targets have been affected by delays on the projects; nevertheless, it is still expected that these savings will be delivered in future years.
6. However, the Improved Better Care Fund (iBCF) has enabled the portfolio to maintain an outturn variation of £0.5m overspending this year due to £2.5m of the grant being utilised to support Adult Social Care demand pressures. Other financial relief has also been generated from a minor underspend within expenditure for Older People, notably from better than expected recovery of surplus payments in customer accounts.
 7. For the iBCF overall, £1.9m will carry forward into 2018/19 as uncommitted funding from the County Council's allocation of £11.4m. Although this will continue to need to be used in line with the grant conditions, it will provide a means to spend additionally on adult social care on a one-off basis.

Children and Young People

8. The Children and Young People portfolio has underspent by £1.3m (which equates to 1.4% underspend compared to budget). Whilst there has been pressure associated with elements of children's social care, including Children Looked After placements (£0.7m); the portfolio has mitigated pressures using in year savings from staffing underspends, both agency staffing and permanent employees. A further £0.2m of relief has come from increased grant from the Home Office to support the services provided to Unaccompanied Asylum Seeking children.
9. Spending within Children's Social Care has largely been on budget for both Children with and without disabilities which is a significant improvement from the previous financial year. The impact of the Quality and Development Board and the robust budget planning for 2017/18 has had a significant impact to the delivery of service and financial planning.

Education and Skills

10. The Education and Skills portfolio has overspent by £1.1m primarily due to £1.3m of cost pressures in the SEND Home to School Transport service. This is as a consequence of significant increases in children with Education Health Care Plans (EHCP) needs who require specialist transport to enable them to continue their education. The position has been exacerbated by a limited supply-chain to absorb this extra demand, thereby increasing the market price for these services. An action plan is being implemented led by the Director of Education & Skills; examining how alternative transport solutions can be provided, market-place engagement and also examining existing transport plans; to enable this cost pressure to be mitigated in the 2018/19 financial year.
11. The portfolio has also incurred additional costs to support redundancy schemes in West Sussex schools, which has totalled £0.3m over budget. This total pressure has been mitigated by in-year staff savings of £0.5m largely generated by holding staff vacancies.

Environment

12. Overall, the Environment Portfolio has overspent by £0.8m. This is a significant improvement on previous forecasts. A number of factors have caused the overspending in year; the key element being delays in implementing new

arrangements to dispose of waste in the form of Refuse Derived Fuel (RDF) resulting from delays to the procurement and subsequent issues in respect of the successful contractor obtaining the necessary licences to move the waste abroad and also finalising contract terms with the Mechanical Biological Treatment (MBT) operator to move the RDF to the appropriate part of the site.

13. Financial pressure of £0.7m has also been generated following the decision not to charge residents for disposing of certain types of waste at Household Waste Recycling Centres (HWRC's).
14. Significant benefit has been generated in February and March from a drop in tonnages through the HWRC's due to the inclement weather. Given this volatility, a £0.5m reserve in case of significant increases in tonnages in early 2018/19 has been created and this is included within the outturn variation for the portfolio.

Finance and Resources

15. The Finance and Resources portfolio has overspent by £0.3m. The portfolio has had a number of pressures in year including additional facilities maintenance requirements, revised business rate charges for West Sussex properties and an adjustment to how we account for the recovery of income due to the council. These pressures have been partly mitigated by underspending on variable costs such as running costs on contracts including printing and postage.

Highways and Infrastructure

16. The Highways and Infrastructure portfolio has underspent by £0.8m. A number of factors have generated this underspend including; capitalisation of costs to support Operation Watershed activity £0.4m, reduced demand for the National Concessionary Fare Scheme £0.6m; and higher than expected income from the Streetworks Permit scheme which has been used to offset relevant costs £0.5m.
17. These underspends have been able to absorb some minor pressures incurred during the year which includes; additional consultancy support for the procurement of a new Highways Maintenance contract £0.3m, additional legal costs to support planning appeals £0.1m, small overspend on our street lighting PFI £0.1m and additional transport costs £0.1m.

Leader (including Economy)

18. The portfolio has underspent by £0.5m in 2017/18. This is due to delays in revenue feasibility works at the Horsham Business Park, delays in the procurement of the lease for the Bognor Digital Hub, underspending within the newly created Communications Team and other minor reductions in spend within the Economic Development Service.

Safer, Stronger Communities

19. The portfolio has overspent in 2017/18 by £0.2m. This is as a result of additional costs relating to the dual running of the IT system at the Sussex Control Centre and increased spending on retained firefighters during February and March due to additional pressure on the service during the inclement weather conditions.

Other Budgetary Matters

Non-Portfolio Budget

20. There is an outturn underspending within the contingency budget of £1.9m. The main draw downs from the contingency during the year included £0.7m for insurance provision negating the need for the planned draw down from the Insurance reserve, £0.3m of costs associated with Sussex Healthcare and £0.2m to enable maintenance works at our Gypsy, Roma and Traveller sites.

Decision Request: The Cabinet Member for Finance and Resources will be asked to approve the draw downs from the contingency budget as detailed in paragraph 20 and Appendix 1(b).

21. The forecast underspend for non-portfolio budgets has increased from £0.990m to £4.450m. This is due to the budget of £3.354m earmarked for additional LGPS Lump Sum contributions and funding of £0.150m allocated for the increased Employer's National Insurance contribution being no longer required in 2017/18 or in future years. This amendment was reflected in the 2018/19 budget, agreed by Full County Council in February 2018.

Carry forward requests

22. The carry forward of grants and specific requests were approved as part of the February TPM to enable the closedown of the accounts. These totalled £2.647m (full details listed in Appendix 1c) and are included in the table below:

List of Carry Forwards	Amount £000
<u>Children and Young People</u>	
Three late grant allocations	414
Funding for MASH Education Workers, Adoption Fees and Youth Offending Service	467
<u>Education</u>	
Two late SEND grant allocations	494
<u>Finance & Resources</u>	
Late grant allocations for One Public Estate	415
HR and Facilities Management Project	410
<u>Safer, Stronger Communities</u>	
Late grant allocation for Fire Operations	97
<u>Non-Portfolio</u>	350
Total Carry Forward Request	2,647

23. As detailed in the February TPM, there are a number of outstanding issues which we are currently investigating and it is likely that there will be associated financial implications. New reserves allocating the following amounts are detailed in Appendix 1(d):

- Statutory Duties Reserve £2.0m – To fund potential payroll issues including any financial liability following a HRMC review of payments made outside of payroll, potential Teachers Pensions liabilities, Health and Safety funding and costs associated with the implementation of General Data Protection Regulation (GDPR).
- Deprivation of Liberty Safeguarding Reserve (DOLS) £1.0m - To include potential costs relating to the backlog of applications in respect of DOLS.
- Business Rates Appeals Reserve £0.460m – To cover the council's share of any potential liability following successful business rates appeals.
- Waste Volatility Reserve £0.5m – To fund a potential increase in tonnage volumes which may appear during the early part of 2018/19 financial year as a result of the reduced tonnages at the Household Waste Recycling sites in February and March due to inclement weather conditions.
- Pothole Action Bonus Reserve £0.540m – To focus on longer term repairs across the county's highways network.
- General Fund £1.951m – Using the remaining underspending in year; increase the balance held in the General Fund.

Balances and Reserves

24. As at the end of March 2018, and assuming all recommendations within this report are approved, the County Council's reserves will be £208.6m as detailed in Appendix 1(b). This is an increase of £9.9m from £198.7m at 1st April 2017. The majority of this amount (£174.7m) is held within earmarked reserves to fund future commitments that the County Council has entered into. These relate to large programmes of work which include the Service Transformation Reserve or for specific long term contracts (e.g. Waste Management MRMC Reserve, Street Lighting PFI Reserve and Waste Management PFI Reserve).
25. Given the continuing uncertainty and volatility of public funding in the coming years, it is more important than ever that the County Council is holding adequate reserves. This will enable us to smooth out unexpected funding shortfalls and therefore minimalising any impact on services enabling them to plan effectively against their allocated budget.
26. Taking into account the agreed carry forward requests totalling £2.647m which are set out in paragraph 22 and Appendix 1(c) and all the transfers to reserves detailed in paragraph 23 and Appendix 1 (d), it is proposed that the balance of underspending in non-portfolio budgets of £1.951m is transferred to the General Fund. This will provide additional means for the County Council to protect itself from future demand pressures that could adversely impact on our financial position and strengthen the council's financial resilience. The General Fund balance would increase to £20.3m, representing 3.8% of 2018/19 net expenditure.
27. Following a review of the council's reserves, there are two reserves which are no longer required. The balance of £0.643m is proposed to be allocated to the Service Transformation Reserve.

Reserve Name	Reserve Balance To Be Removed (£'000)
Tangmere Solar Farm	300
Infrastructure Reserve	343
Total	643

Savings Programme

28. The 2017/18 savings target across the portfolio budgets was £16.8m. Of this amount £15.4m (or 92%) was delivered as originally envisaged or the saving has been achieved via a different mechanism. £1.4m was judged as having no expectation of delivery by the end of the financial year; of which £0.5m for waste charges has been addressed in the 2018/19 budget and the remaining £0.9m relating to Lifelong Services and Disability Related Expenditure is planned to be delivered during future financial years.

Capital Programme

29. The overall capital monitor, as set out in Appendix 3, shows the revised budget for 2017/18 totalling £114.6m, with £101.0m on Core Services and £13.6m on Income Generating Initiatives. The actual spend for 2017/18 is £98.0m, representing a variance of £16.6m (or 14% of £114m) from the revised budget as reported in previous TPM's. There has been no material variation to the profiled estimate reported in the January 2018 TPM. The capital monitor is attached in Appendix 3 and further detailed analysis will be provided in the capital programme report which is to be discussed at the Performance and Finance Select Committee in July 2018.

Performance

30. This report provides an update to the year-end position against the Future West Sussex Plan (2015-19) reported in the February TPM report. This is the final report on the 2015-2019 plan which will be replaced with the West Sussex Plan 2017-2022.

The West Sussex Performance Dashboard enables services to provide details of the aims for each goal and the activities and actions being undertaken to meet the targets set.

<https://performance.westsussex.gov.uk/>





Achievements GREEN

Children's healthy weight (2) – Year-end outturn Green

The latest results (2016/17) show that 70.34% of year 6 children in West Sussex are a healthy weight. Our results are better than the previous three years and higher than the averages for both the South East (68.2%) and England (64.4%).

Our target is 70.4% and to achieve 70.34% against a national prevalence of increasing obesity is a considerable success. This is the result of joined up working by the healthy weight network, and the wide reaching initiatives, such as Why Weight, the Sugar Reduction programme, and the Eat Right, Stay Bright programme.

Keeping families together (3) – Year-end outturn Green

The Council's Think Family programme has helped many families to tackle challenges such as unemployment, school absence and involvement in crime. There have been a total of 1,939 cases claimed this year and there are further claims ready to submit. The year-end target is only an indication of expected progress, and the service remains very confident that they are on track to meet the nationally set target of 3,940 by the year 2020. This is a long running project and there are inevitable fluctuations between periods. The overall strategy for bringing a successful conclusion in terms of this measure remains unaffected by occasional fluctuations.

West Sussex is regarded as a leading authority for this national programme (highest ranking compared to statistical neighbours) and these figures are in line with current and projected success targets. So far there have been 6,394 attachments of qualifying families – i.e. those we have actively worked with or are currently working with since September 2014. This suggests that the need for preventative, early intervention services remains high.

Challenges RED/AMBER

Young people's mental health (1) – Year-end outturn expected Amber

The CAMHS (Children and Adolescent Mental Health Service) and emotional wellbeing services are commissioned by both WSCC and local Clinical Commissioning Groups (CCGs) to provide services for young people in emotional distress who require support for their emotional wellbeing. This measure only relates to referrals to the Sussex Partnership Foundation Trust (SPFT) and performance is impacted on by volume of monthly referrals and staffing levels which can fluctuate month by month.

During February 85% of young people were seen within 4 weeks. Although there has been a slight increase in the number of breaches against the 4-week target, the numbers are low (averages 3-6 breaches a month). So far this year (11 months to February 2018) averages of 91% of assessments were seen within the four-week timescale, compared to 96% the previous year and against a target of 95%. Results for March 2018 will be available in May 2018.

Services across Sussex continue to experience challenges in meeting the 4-week target, as a result of increased clinical and service re-design demands and complexity of referrals. Workforce recruitment and vacancies also remains an ongoing issue. The service continues to work with SPFT to discuss ongoing performance on a case by case basis, looking at reasons for delays, actions and lessons learnt. In terms of mitigation examples include:-

- Appointments are planned 3 months in advance.
- Resource planning to ensure adequate staffing.
- Creative solutions explored to reduce the impact of vacant posts.
- Actively recruiting to Consultant Psychiatry vacancies (the current national recruitment challenges are well publicised in the media).
- Development of a Workforce strategy to support the availability of clinical staff.
- Weekly meetings to discuss capacity and issues relating to those not yet assessed and waiting lists, and agree any actions that need to be taken to address these.
- Additional hours for staff to offer extra assessment clinics.
- Prioritise capacity in job plans to undertake first assessments where appropriate.

Where SPFT are unable to see a young person within 28 days the following steps are made to ensure safety and minimise impact:

- All referrals are triaged on a daily basis.
- If the triage clinician is concerned for the young person's safety or potential risks, telephone contact will be made to provide immediate safety planning advice and information including details on what to do should their situation or level or risk increase.
- Clear communication is given regarding the assessment process and appointment date.
- In the unfortunate event an appointment is cancelled due to staff sickness, following clinical review, all efforts are made to see the young person as quickly as possible.
- Telephone calls or enquiries from families are responded to by the duty clinician or Locality Manager on a daily basis.

Children looked after population (4) – Year-end outturn Amber

Our focus is on providing children in care with a permanent and stable environment. The number of days between children entering care and being placed for adoption has decreased from 483.3 to 476 days over the last quarter. This compares to 471.53 days the previous year. These figures are influenced by a small number of hard to place children; therefore it is worth noting that the overall performance for the majority is good.

The West Sussex adoption team is dedicated to placing children with adoption care plans with the right families as soon as possible. There is a nationwide challenge with adopter sufficiency which is particularly acute in the South East of England. West Sussex Adoption Service is planning an investment bid to attract more adopters to meet the needs of the children who need adoptive families, from recruitment through to post adoption support. This is an integral part in ensuring that West Sussex will be in a strong position as a member of the regional adoption agency, Adoption South East, from April 2020.

Quality of children services (5) - Year-end outturn Amber

The last Ofsted inspection was in January 2016 and WSCC was judged as 'Requires Improvement'. No further inspection has been made so we remain amber. A Quality Improvement Plan has been developed with staff and partners that covers 9 priority areas. It is our ambition to achieve "good" or better by the next Ofsted Inspection.

Progress check of children development (6) - Year-end outturn Amber

This target measures the percentage of children assessed at a good level of development (GLD) at the end of reception year.

There has been an increase compared to last year to 70.6% and continues our year-on-year improvement trend, although it falls short of the target to be in the top quartile of counties in the South East (estimated 75% by 2019). However West Sussex continues to rise in the national rankings for GLD, up two places to 7th of 11 statistical neighbours.

School Improvement Advisers continue to work with schools on action plans, and offering support to schools where GLD is low, in particular, areas on children's readiness for school, and schools' readiness for children.

Primary children achievement (7) - Year-end outturn Red

Our aim is to be in the top 25% highest performing counties in England by 2019 which means achieving at least 65% by 2019.

For 2017, 55% of pupils in West Sussex achieved the expected standard compared to 45% last year. West Sussex improved across all 4 subjects in reading, writing, maths and GPS (Grammar, Punctuation and spelling), and closed the gap against the national average. Compared to our statistical neighbours, West Sussex achieved one of the biggest improvements compared to last year, a 10% increase. However, 2017 overall results across England also improved to 61% average, and the South East average currently stands at 63%.

Pupil achievement at key stage 4 (8) - Year-end outturn Amber

Our aim is to be one of the top 25% highest performing counties in England by 2019 which currently means achieving a score over 0.07.

In 2017/18, WSCC scored 0.03 compared to 0.1 last year, although we remain in the upper half of all English county councils and remain better than the South East average at -0.02 and the statistical neighbours average at -0.09.

West Sussex schools will implement and embed new GCSE grading and curriculum in more subjects, seeking to maintain and improve its performance in attainment 8 and progress 8 against that achieved nationally.

Pupils in schools judged good or outstanding (9) - Year-end outturn Amber

Our aim is to be one of the top 25% highest performing counties in England by 2019, currently estimated at 91%.

This year we achieved 84.2%, an improvement from last year at 81%.

For March a total of 14 schools were inspected and reported on. Ten schools remain unchanged, 1 school (Amberley Primary school) has improved to 'good' impacting 63 pupils, and 2 schools (Compton and Up Marden C of E Primary School, Chichester and Hawthorns Primary School, Worthing) have moved from 'good' to 'requires improvement' which has impacted 279 pupils.

The school leadership teams continue to work pro-actively with schools, challenging and supporting leadership, governance and underperformance. The West Sussex Strategy for School Improvement, introduced in 2016, includes more visits by advisers to all schools, which has contributed to improved performance over the year and will continue to deliver improvements over the coming years.



Gross Value Added (GVA) per head of population (10) – Year-end outturn Green

GVA indicates the level of economic activity within an area by measuring its production of goods and services. It is a measure that allows comparison of areas, and highlights variations in performance with a region, and trends over time. The GVA figure is used to indicate the economic well-being of an area.

For 2017, GVA in West Sussex was estimated at £25,978, and meets the target to achieve £21,180 per annum. Although we have exceeded our target, we remain lower than the England average (£27,060), and the South East average (£28,506).

Average earnings in West Sussex (11) – Year-end outturn Green

This measures the earnings levels for residents in West Sussex wherever they might be working.

For 2017, average earnings in West Sussex were £554.1 per week, exceeding the target of £552.70. However, this is a 0.5% drop from the previous year when regionally earnings levels increased by 2.5% and increased by 2% across England.

Business support and grants (13) - Year-end outturn Green

We aim to support at least 300 businesses during the year. Activity and support remains strong and this year we have supported over 320 businesses. We also have many businesses that are kept in touch with newsletters. Examples of support include:-

- The current LEADER programme has supported 44 businesses providing grants to the value of £4.16m (with match funding) and created over 51 new jobs in our rural areas.
- The Experience West Sussex tourism website now features around 245 businesses. A follow-up survey, publicised on the website and social media, was undertaken in early 2018 and showed that the economic impact of the 2017 campaign was around £2million to the local economy.
- Bognor Regis Creative Digital Hub has a contact database of around 200 businesses receiving regular information about the Hub community and events.
- WSCC's commitment to science, technology, engineering & mathematics (STEM) has continued through sponsorship and officer time. Preparation is in full swing for 2018's STEM events.

Unemployment rate for people aged 50-64 (16) – Year-end outturn Green

We aim to keep the percentage rate below 0.9%. From April to January 2018 we maintained 0.8% or better and for February and March the figure stands at 0.9%. This compares to the South East average of 0.8% and the England average of 1.2%.

This measure shows the number of 50-64 year olds claiming Jobseeker Allowance and in future will not provide an accurate reflection of unemployment because of the introduction of Universal Credit.

Broadband roll out (17) – Year-end outturn Green

Last year, an additional £2.5 million was invested by WSCC and central government to ensure that an extra 3,000 homes and businesses in West Sussex will have access to 'superfast' fibre broadband by December 2017. A new phase has since been added

for a further 4,000 premises by December 2018, giving a new total of 7,000 additional premises.

The project is progressing well with detailed network design, planning and engineering surveys continuing and so far has delivered access to 'superfast' fibre broadband to an extra 3,307 premises in West Sussex (exceeding the original target of 3,000 by December 2017). The service will be meeting BT shortly for an 'end of financial year' review to discuss progress this year.

Challenges RED/AMBER

Payment to small and micro businesses (12) - Year-end outturn Amber

We aim to pay all invoices within 20 days, and although we have improved performance since the start of the year to 93%, we have not met our year-end target.

16-17 year olds in education, employment or training (14) - Year-end outturn Amber

The annual outturn result for this measure is based on the average figure for December, January and February, as determined by the DfE. The 3-month average for West Sussex is 88.9% of young people in Education, Employment or Training, against the target of 95%. The results are lower than last year (90.1%) and remain lower than the national and regional figures (91.9% and 90.6% respectively).

Our unknown figures remain high at 8.1% compared to national at 3.3% and regionally at 4.6%. Attempts to contact our remaining 'unknown' young people continue to the end of the year using WSCC Contact Centre staff, IPEH Hub staff, ongoing communication with schools and post-16 providers, liaison with neighbouring authorities, and using an on-line survey for young people and parents to access directly. The majority of our remaining 'unknown' young people are of academic age 17 (year 13) so work is currently underway to specifically target contacting this cohort.

Year-end status unknown

Apprenticeships in West Sussex (15) - Year-end outturn unknown

Last year apprenticeship starts were 5,790 and we aim to increase by 5% each year to 6,080 by March 2018. The longer term intention is to continue increasing the number of apprentices in the county and within the County Council. This year's numbers have not yet been published due to delays by the DfE. However, we have increased the number of apprentices with WSCC by 25% and currently have 58 across the council including schools.

33. Independent for longer in later life



Achievements GREEN

Quality of care in care homes (19) - Year-end outturn Green

The percentage of care homes rated good or outstanding followed a steady upward trend throughout the year. Year-end results are 80% exceeding the target of 60%. The main reasons for the improvements are:-

- Prioritising inspections to focus on those Providers whom were previously rated non-compliant.

- Providing increased support and coaching by WSCC and other commissioners of services to the care markets to promote the sustaining of enhanced quality of care for residents of the County.

Quality of care received at home (20) – Year-end outturn Green

The year-end result is 88% and although a slight reduction in performance compared to the previous quarter (90%), we continue to significantly exceed our target of 60%.

Early diagnosis of dementia (22) - Year-end outturn expected Green

Timely diagnosis of dementia is a key priority for both health and social care. This measure covers the Memory Assessment Service (MAS) only. Through the MAS, people with dementia and their carers are able to access support from dementia advisers and associated professionals, who can also link them into social groups, carers support groups and opportunities to learn about how to live well with dementia.

It is our aim to be in the top quartile of counties in England i.e. 66.7% (revised from 68.1% last year). This measure is a combined average from 3 CCGs and results to January 2018 show an average of 67.8%. Final year-end results will become available in May 2018.

Crawley CCG started the year below target, has since recovered and is performing on target. Horsham and Mid Sussex continue to operate above their target. The Clinical Directors have developed an action plan to improve the diagnoses rates for Coastal West Sussex CCG who are currently performing below target.

Healthy life expectancy (23) - Year-end outturn Green

This goal is measured by monitoring annual updates to the GP patient survey about the health of people aged 65 and over. The survey asks people to describe their health status against five areas: mobility, self-care, ability to do usual activities, pain/discomfort and anxiety/depression.

As life expectancy has risen, it is important to measure what proportion of these additional years of life is being spent in good health. Healthy life expectancy is influenced by a vast range of complex interacting factors. These include: maternal health and wellbeing, parental relationships and influences in the early years of life, including breastfeeding, diet and physical activity; access to health and other services, and wider influences such as income, education, skills and employment.

Access to health care accounts for as little as 10% of a population's health and wellbeing. Whilst the quality of the healthcare system remains important, by itself, it will not improve the health of people in the UK. If the causes of ill health are social, economic and environmental then the solutions need to be too. West Sussex has increasingly recognised the importance of addressing this with the services it commissions. These include services to maintain the health of carers; alcohol prevention and early identification of risk; healthy weight services; harm reduction approaches for substance misuse, and emotional wellbeing programmes. Many of these services are key to reducing the risks of developing cardiovascular disease and diabetes.

The latest results for West Sussex are 0.767 which is better than the South East average of 0.75. We currently rank 7th of 19 authorities in the South East and the highest scoring authority is currently West Berkshire with 0.783.

Challenges RED/AMBER

Choice over own care (18) – Year-end outturn Amber

This measure is a reflection of WSCC's drive to offer people choice and independence. Research has indicated that receipt of self-directed support, via personal budgets, has a positive effect in terms of impact on well-being, increased choice and control, cost implications and improving outcomes.

The annual Adults Social Care User Survey was completed in April and May 2017. Surveys were sent out to customers and carers who currently receive a service from WSCC. This year there was a significant improvement in the number of surveys returned of 51% compared to 37% the previous year.

The overall survey score was 77.6 %, a slight improvement on last year (76.9%), but we did not meet the target of 80.3% or the South East average of 80.1%. However, our results are comparable to the England average of 77.7%.

Adult Services undertook a further survey with residents who had responded to the original one in April / May 2016. The survey focused on some of the areas where there had been a reduction in scoring. The outcome of the survey showed that residents wanted more advice and information at an earlier stage e.g. on slips, trips and falls. As a result this has influenced the initial design of the new Adult Operating Model which is being tested over the coming months.

Appropriate admissions to residential care (21) - Year-end outturn expected Red

This goal measures the rate at which people over the age of 65 are permanently admitted into residential or nursing accommodation, as part of the support by WSCC. We aim to minimise admissions as part of our focus to promote independence and to support people to live in their own homes, but the needs of our customers will always remain the primary focus. The target is 595.4 per 100,000 population.

To date there have been 560 admissions and it is predicted that year-end admissions will not meet the annual target. However, as we move along the preventative services route, start the new operating model, and use Discharge to Assess (D2A) and other services to prevent admissions direct from 'acutes' hospital then it is likely we will see an improving trend.

NHS health checks outcomes (24) – Year-end outturn Amber

The target for the number of people offered an NHS Health check was 33,000. In the February TPM we expected the year-end outturn to be 30,000; however, the actual number offered a check was 36,428 exceeding the target by 10.3%, and an increase of 5,377 on the previous year.

The target for the number of people receiving their health check was a minimum of 11,000. The programme exceeded the target by 11% with 12,397 people completing their check; an increase of 1,761 on the previous year. Over 700 people were found to be at high risk of developing cardiovascular disease.

GP practices have delivered more health checks than in any other year since the programme began and continue to be the largest contributor. Pharmacy delivery has not recovered with pharmacies delivering their lowest number checks since 2013. Pharmacies are facing significant challenges overall and Public Health continues to work closely with pharmacy partners and in particular the Local Pharmacy Committee to gain commitment to improved performance. The programme has been praised for

its rigorous approach to quality assurance. Both GP practices and pharmacies continue to face competing priorities and workload pressures.

Discrepancy with target shown in the Corporate Plan

The target for the number of health checks delivered in the previous year (2016/17) was set at 14,500 and the year-end outturn for the programme at March 2017 was 10,636 (73.4% of target).

The target for 17/18 was re-set in the first quarter to a minimum of 11,000 health checks completed as this was viewed as an achievable stretch target to enable the programme to rebuild from the 2016/17 outturn. The aspiration remains to work towards high quality, full roll out of the programme. Programme outturn for health checks delivered at March 2018 exceeding the revised target by 1,230 and has recovered to 85.5% of the previous 16/17 target of 14,500.

34. Performance Dashboard overview

The table attached indicates, for the three priorities, the performance position at the end of March 2018.

WEST SUSSEX PERFORMANCE DASHBOARD OVERVIEW as at end of March 2018

	THE MEASURE	REPORTING CYCLE DUE	Target	Aim High/Low	2016/17 Outturn Result	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Forecast (Year End) Reported Status	
Giving children the best start in life	1	Young people's mental health - The percentage of children with a mental health referral receiving an assessment within four weeks of referral.	Monthly	≥95%	H	96%	90%	96%	85%	90%	100%	94%	91%	88%	86%	87%	85%	*	A
	2	Children's healthy weight - The prevalence of healthy weight of children in their last year of primary school.	Annually (December)	≥70.4%	H	68.5%									70.3%				G
	3	Keeping families together - The number of families turned around.	Quarterly	3940 by 2020, 2168 by 2018	H	1,281			1,281			1,511			1,741			1,939	G
	4	Children looked after population - The average time between a child entering care and moving in with its adoptive family (in days).	Quarterly	≤426 by 2019	L	471.53			466.69			461.73			483.3			476.05	A
	5	Quality of Children's Services - The Ofsted Framework for the inspection of services for children in need of help and protection, children looked after and care leavers.	As per inspection	Good	H	Requires Improvement													A
	6	Progress check of child development - The percentage of children assessed at a good level of development at the end of reception (ready for school)	Annually (October)	≥75% by 2019	H	68.3%							70.6%						A
	7	Primary children achievement - The pupil achievement at Key Stage 2	Annually (September)	≥65% by 2019	H	45%						55%							R
	8	Pupil achievement at Key Stage 4 - The Key Stage 4 results for all schools in West Sussex	Annually (November)	≥0.1	H	0.1								0.03					A
	9	Pupils in schools judged good or outstanding - The number of pupils in West Sussex schools that are judged good or outstanding by Ofsted.	Monthly	≥86% (91% by 2019)	H	81%	81.2%	81.0%	81.6%	82.8%	82.8%	83.0%	84.0%	83.8%	84.2%	84.8%	84.4%	84.2%	A
Championing the local economy	10	Gross Value Added per head of population - The workplace based Gross Value Added (GVA) per head at current basic prices	Annually (December)	≥£21,180	H	£25,220								£25,978				G	
	11	Average earnings in West Sussex - The gross weekly pay of full-time workers in West Sussex	Annually (November)	≥£522.70	H	£557.20							£554.10					G	
	12	Payment to small & micro Businesses - payment of undisputed invoices within 20 working days	Quarterly	≥96%	H	n/a			92.0%			92.4%			94%			93%	A
	13	Business support and grants - The number of businesses supported by West Sussex County Council and West Sussex led initiatives.	Quarterly	≥300	H	351			49			200+			235			320	G
	14	16 - 17 year olds in education, employment or training - The percentage of 16 - 17 year olds in education, employment or training in West Sussex	Annually (January)	≥95% by 2019	H	90.1%										89.1%		88.9%	A
	15	Apprenticeships in West Sussex - The number of apprentices in West Sussex	Annually (November)	≥6,080	H	5,790								**					
	16	Unemployment rate for people aged 50-64 - The percentage of people aged 50 to 64 claiming Jobseekers Allowance as a proportion of the resident population of the same age.	Monthly	≤0.9%	L	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	0.7%	0.8%	0.7%	0.8%	0.8%	0.9%	0.9%	G
17	Broadband roll out - The incremental total number of premises passed by the publicly funded infrastructure programme	Quarterly	3000 by Dec 2017, 7,000 by Dec 2018	H	1,043			1,203			2,658			3,307			3,307	G	
Independent for longer in later life	18	Choice over own care - The percentage of Adult Social Care customers who, when surveyed, felt that they had control over their daily lives	Annually (June)	≥80.3%	H	76.9%			77.6%										A
	19	Quality of care in homes - The ratio of care home providers in West Sussex rated as good or outstanding by the Care Quality Commission.	Quarterly	≥60%	H	78%			79%			79%			79%			80%	G
	20	Quality of care received at home - The ratio of home care providers in West Sussex rated good or outstanding by the Care Quality Commission	Quarterly	≥60%	H	86%			90%			90%			88%			88%	G
	21	Appropriate admissions to residential care - The number of permanent admissions of older people (aged 65 and over) to residential and nursing care homes.	Quarterly	≤595.4 per 100,000 by Mar 2018	L	592			116.9			265			475				R
	22	Early diagnosis of dementia - The diagnosis rate of dementia in West Sussex	Quarterly	≥68.1%	H	65.0%			65.5%			66.38%			67.76%				G
	23	Healthy life expectancy - The average health status score of adults aged 65 and over within West Sussex	Annually (December)	≥0.76, better than SE	H	0.759									0.767				G
	24	NHS health checks outcomes - The number of people taking up the offer of a NHS health check	Quarterly	≥14,500 at year end	H	10,636			2,858			5,785			8,548			12,397	A

*one month delay ** 2+ month delay

Appendices

Appendix 1(a) – Outturn 2017/18 Revenue Budget Monitor

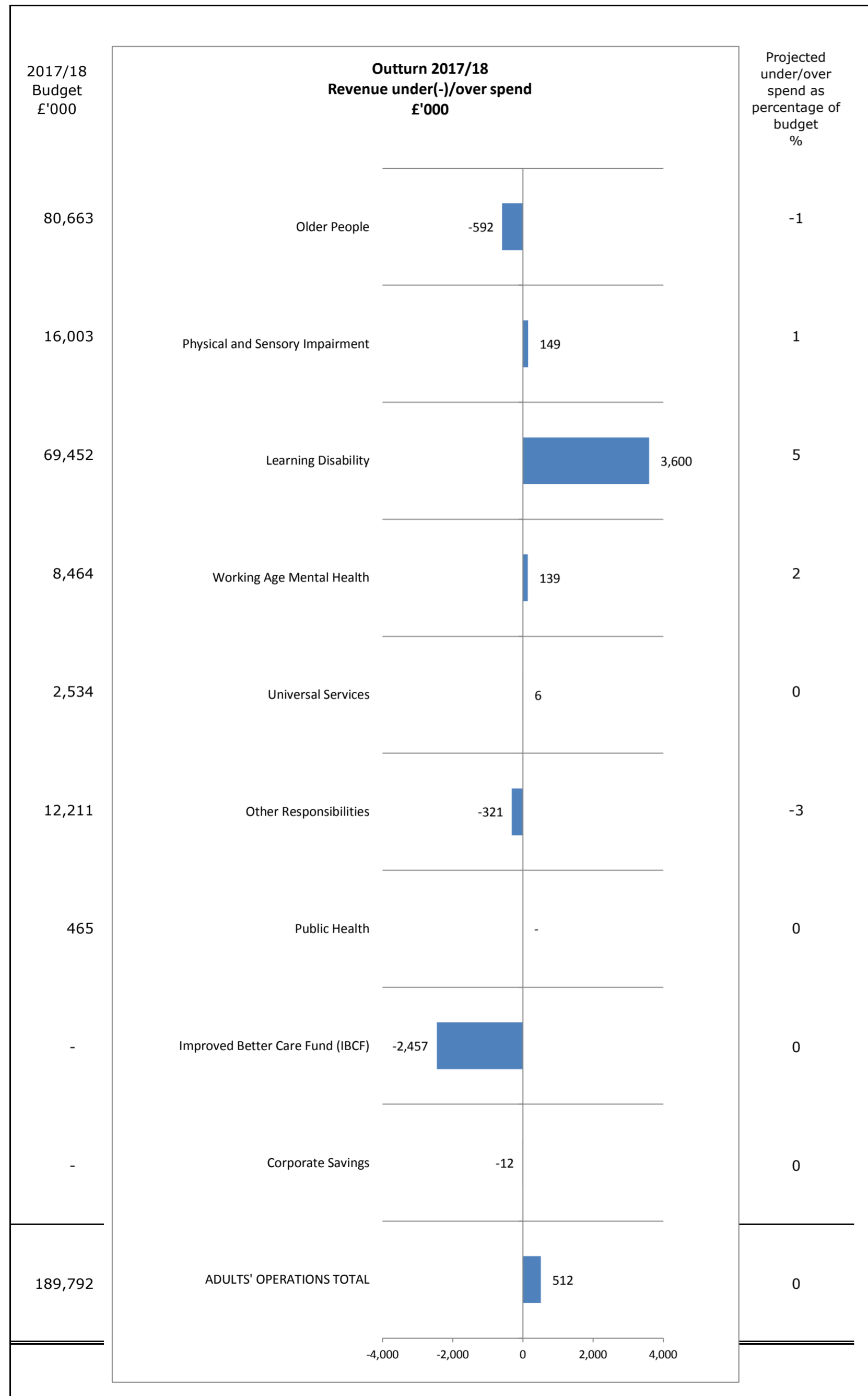
Appendix 1(b) – Outturn 2017/18 Non Portfolio and Reserves Monitor

Appendix 1(c) – 2017/18 Carry Forward requests as agreed in February 2018 TPM

Appendix 1(d) – 2017/18 Reserve Transfers

Appendix 2 – Outturn 2017/18 Capital Programme Monitor

Appendix 3 – Workforce 2017/18



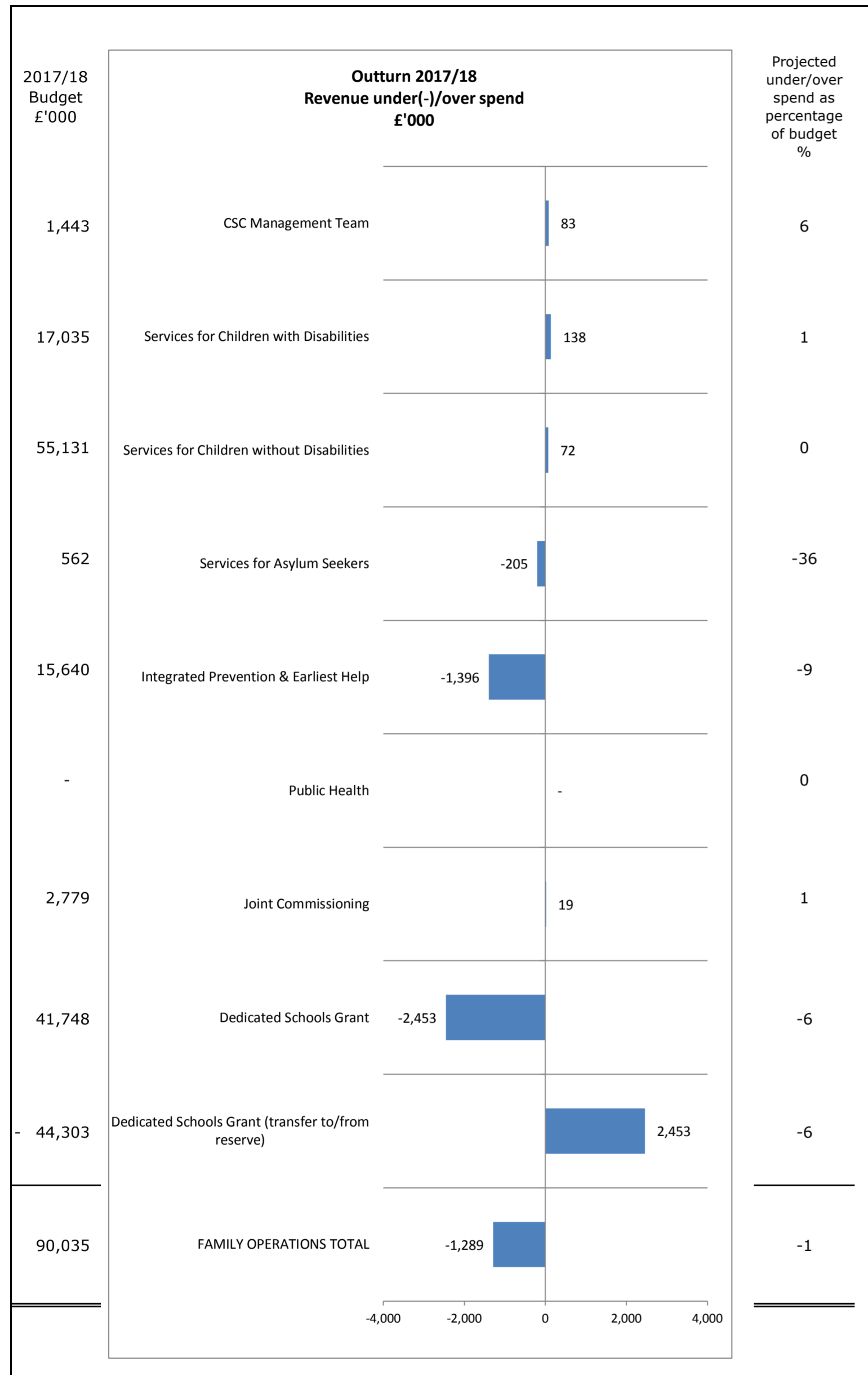
Outturn Summary

The Adult's Services outturn position reflects an overspending of £0.5m. This represents 0.27% of the budget and is in line with forecasts that have been made since September 2017.

There are three main explanations for this position:

1. Delayed delivery of savings in respect of disability-related expenditure and Lifelong Services. Both of those workstreams have been affected by timing factors, which were beyond the immediate control of the directorate. Despite that benefits are still expected to be realised in full on an on-going basis.
2. Demand pressures within Learning Disabilities. The County Council's share of the overspend on the pooled budget is £3.6m. During the year the size of the LD cohort rose by a net 31 (1.5%), which was a product of growth in the number of younger people in the age range of 18 to 34 alongside increasing life expectancy for the customer group as a whole.
3. Improved Better Care Fund (iBCF). Sustaining adult social care is one of three grant conditions that Government has attached to the iBCF. The County Council agreed with the West Sussex Clinical Commissioning Groups that it would be used to fund the overspending within Learning Disabilities, excluding savings risks. In the event just under £2.5m needed to be applied from that source, effectively as a balancing figure. That requirement would have been higher had the number of older people not increased at a lower rate than projected. Although price pressure remained strong, the size of the customer group increased in net terms between March 2017 and March 2018 by around 50 fewer than the growth on which the budget was based. In tandem with the one-off benefit produced by an exceptional level of recovery of surpluses in direct payments accounts, this led to the £0.6m underspend in that area of the directorate.

In terms of the implications for 2018/19, £2m will be available on a recurring basis to support the LD budget. Allowing for that, together with the assumption that the outstanding savings will be delivered, the potential underlying risk that will carry forward is in the order of £1m. A plan is being developed within LD which will set out options for managing this. In addition the older people's budget will be important to monitor closely because there are reasons to suggest that the 2017/18 underspend could be a reflection of emerging benefits that might contribute towards the £2m savings target in 2018/19 from Focus on Prevention.



Outturn Summary

The Children's' Start of Life outturn position reflects an underspend of £1.3m. This represents 1.4% of the budget. During 2017/18, the service has faced some challenges which led to some specific mitigation plans to enable sufficient service delivery within the financial budget available; these included:

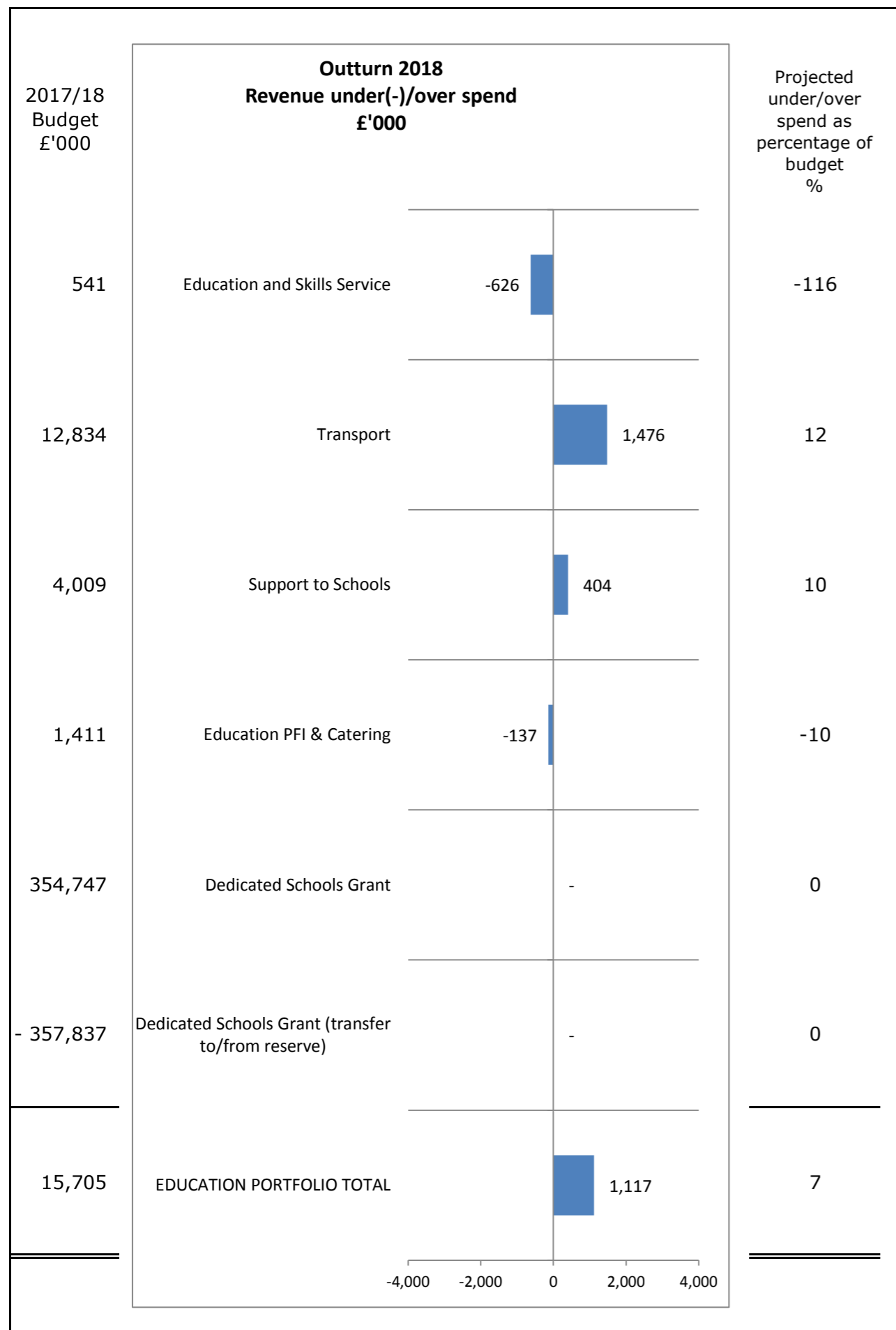
Delayed delivery of savings in respect of Lifelong Services has caused a £0.750m pressure in year. Despite this delay, this saving is expected to be realised in full on an on-going basis.

Placement budgets for children look after (CLA) have overspent by £0.7m. This is primarily due to the volume and cost of placements for older children looked after. In addition, the delays in re-opening the Beechfield Secure Unit have also incurred £0.9m of cost pressure in year.

These cost pressures within Social Care have been partially mitigated from social worker vacancies in year leading to an underspending of £0.9m. In common with other authorities across the country, West Sussex has faced significant difficulties in recruiting to social worker posts and in the latter part of the year, even the supply of agency social workers was exhausted. This has led to the service running with a deficit of social workers (either WSCC employed or agency) of an average of 23fte per month throughout the year. Although this has assisted the financial position of the portfolio, it has created work pressure within the service.

Other areas of mitigation within Social Care included £0.6m of underspending on client expenditure and public law outline as a result of tighter controls by the service, underspending of £0.5m on therapeutic service, child sexual exploitation and missing children and £0.2m of additional income from the Asylum Seekers grant for unaccompanied asylum seeking children due to more children now attracting the higher national rate of grant.

The Integrated Prevention and Earliest Help (IPEH) service were requested to hold staffing vacancies to assist the social care CLA placement pressure at the start of the year in the sum of £0.5m, however the service continued to hold spending plans in preparation for future savings targets and an additional £0.9m was underspent in year.



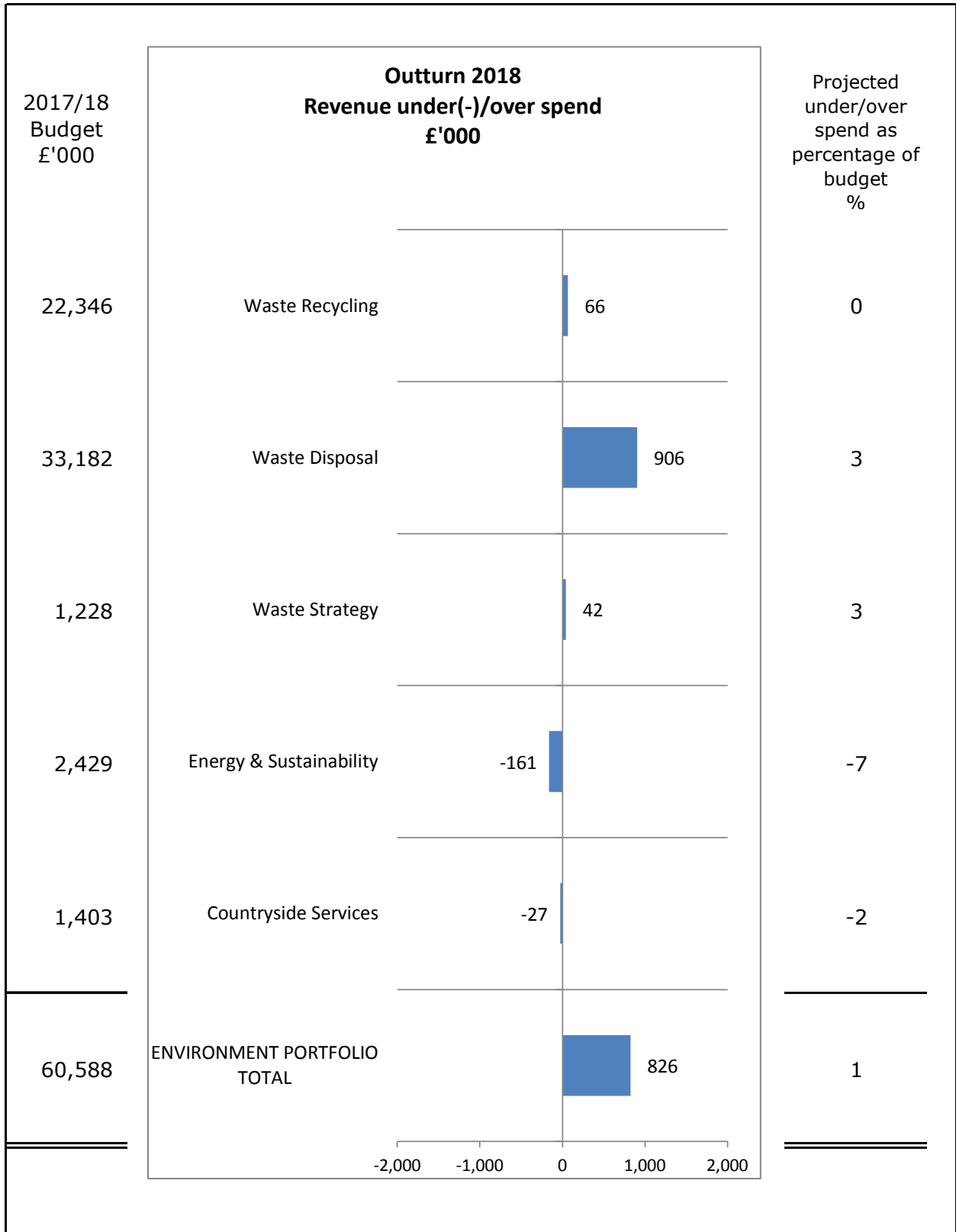
Outturn Summary

The Education and Skills portfolio outturn position reflects a £1.1m overspend.

The primary financial pressure in the year has been the SEN Home to School transport costs. Since the start of the current academic year in September, an average of 1,291 SEN pupils have been transported by external taxi at an average cost of £0.038m per day. This represents a 4.3% increase in the number of pupils being transported, and an increase in taxi expenditure of 17.1% compared to the same period last year. This is due to the increasing complexity of transport requirements, with an average of 199 solo taxis being used each month since September (an increase of 27.5% over the same period last year) and the number of pupils transported to Independent Non-Maintained Special Schools each month (typically longer journeys) up by 11.6% from 272 to 303 over the same period.

There has also been overspending on the School Redundancies and Pensions budget (£0.541m) largely due to the closure of Rydon in August, partially offset by savings on office supplies, consumables, and primary and development projects (£0.037m).

These pressures have been offset by staffing underspends across the service (£1.034m), most notably within School Effectiveness and Compliance, due to vacancies and staff leaving under voluntary severance, partially offset by cost of additional staffing in SEND service (£0.408m) who were required to clear the backlog of Education Health Care Plan (EHCP) conversions and to configure and migrate SEND data from existing BSL case management system to the new Mosaic system. In addition, the cost of providing free school meals in primary schools across the county was £0.137m lower than the grant received from Education and Skills Funding Agency for universal free school meals.



Outturn Summary

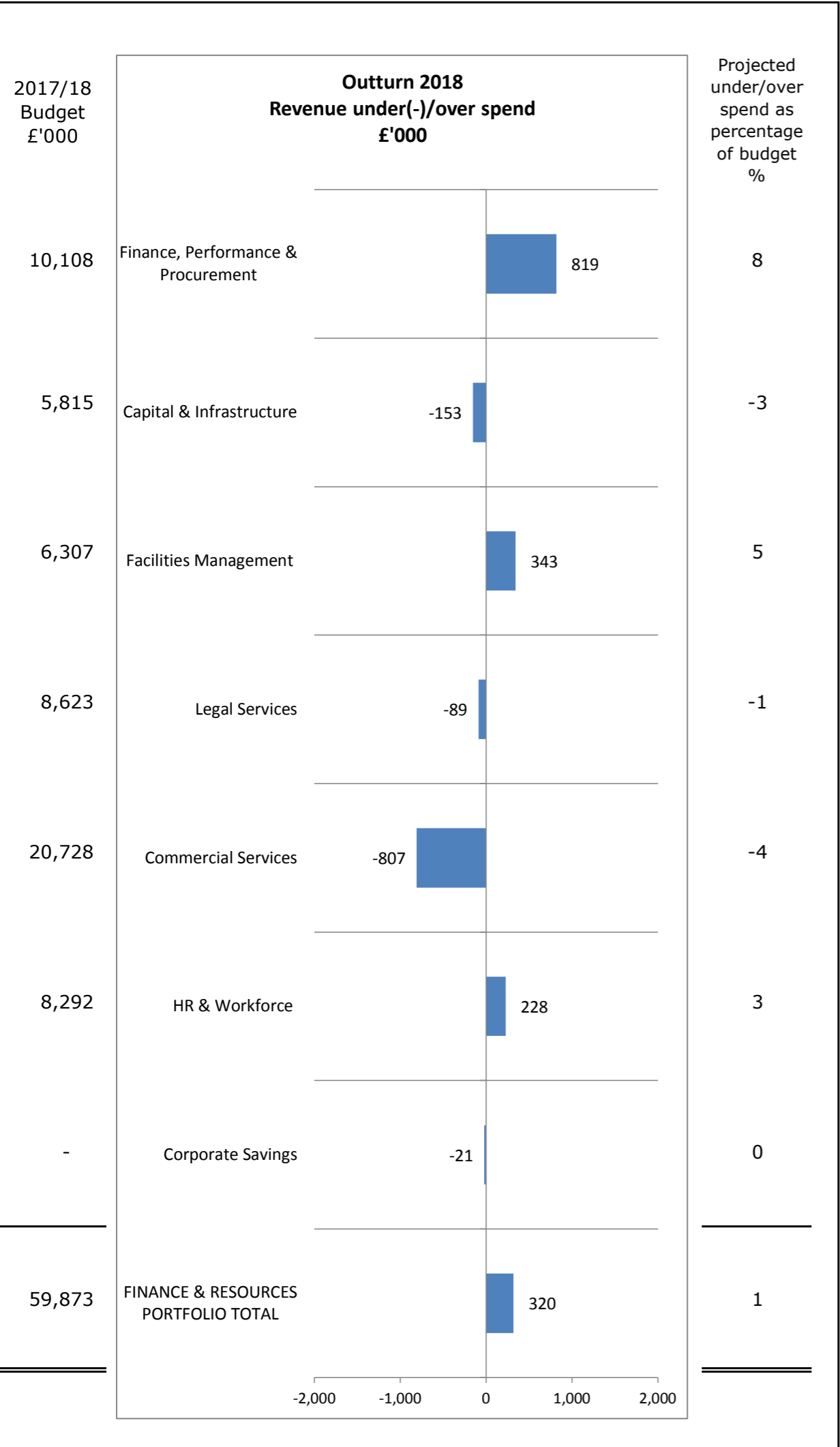
The Environment outturn position reflects a £0.8m overspend. There have been a number of pressures within the portfolio in the year:

1. The stoppage of charging for hardcore, soil and plasterboard as a result of the recent decision made by the County Council in light of Central Government announcing their intention to review the implementation of charges at a national level £0.7m.
2. Increasing level of RPI after the budget setting process into October 2016. The RPI value change from October 2016 to February 2017 has added an additional £0.3m to the cost of the service.
3. Delays in implementing new arrangements to dispose waste in the form of Refuse Derived Fuel (RDF) resulting from delays to the procurement and subsequent issues in respect of the contractor obtaining the necessary licences to move waste abroad. In addition, issues relating to finalising contract terms with the MBT operation to move the RDF to the appropriate part of the site have also caused delays.

These pressure have been partly mitigated by reduced levels of waste tonnage being disposed of as a direct impact of the inclement weather conditions over the winter, however it is anticipated that the reduction in tonnage is a timing delay and the tonnage level will increase in April and May 2018 over and above the current projections. To directly mitigate this issue, £0.5m has been allocated to the Waste Volatility Reserve to cope with the anticipated volumes in the 2018/19 financial year.

In addition, there has been an additional recovery of income owed from third parties from utility charges of £0.160m.

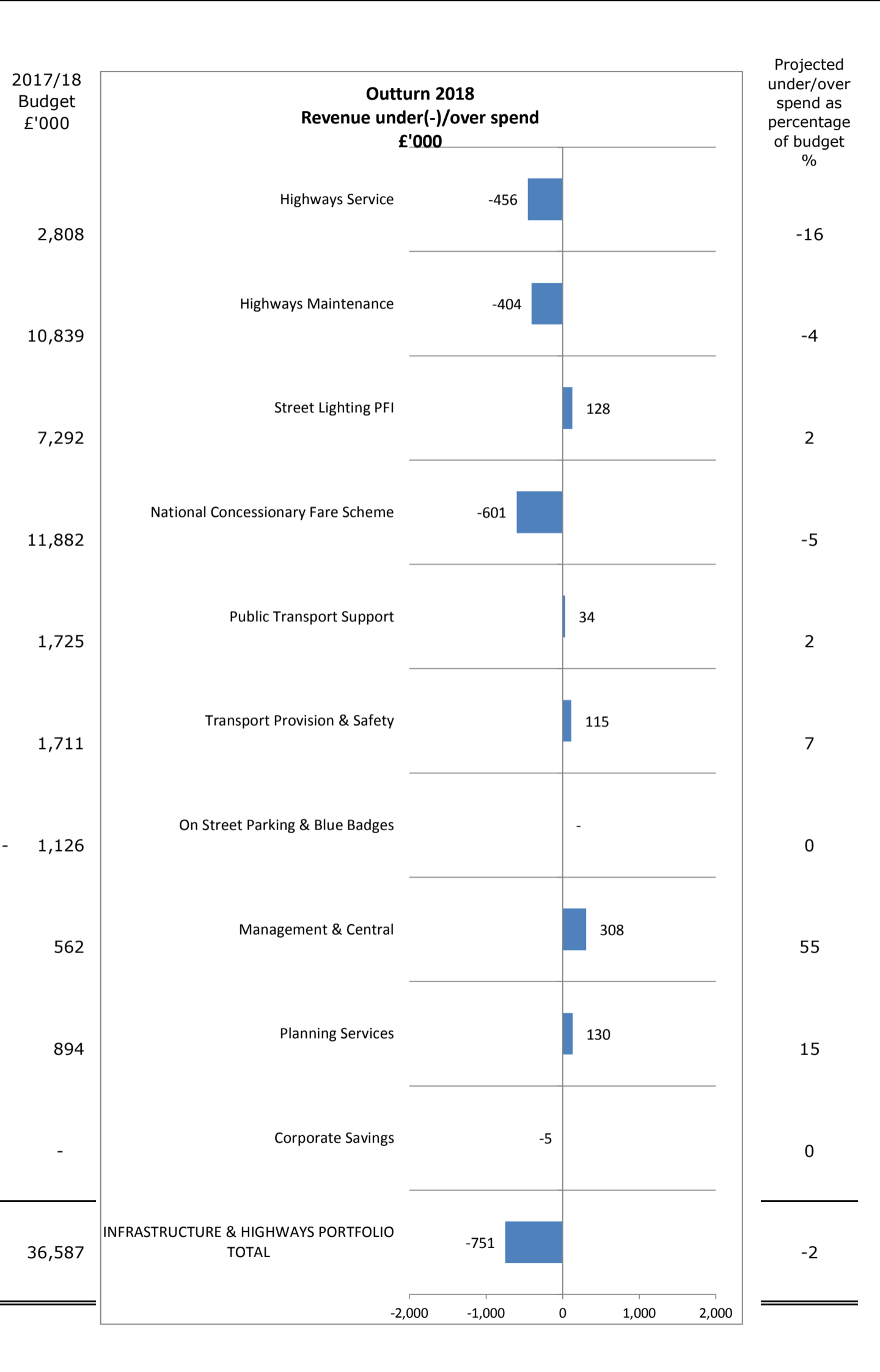
Outturn Summary



The Finance and Resources outturn position reflects a £0.3m overspend. In February, the portfolio took the opportunity to use some of the underspendings reported in previous TPM's (which included contract reductions on ICT an admin support), to offset an accounting adjustment for bad debt.

Additional overspending in year has been incurred for health and safety related repairs for statutory glazing risk assessments and reactive maintenance.

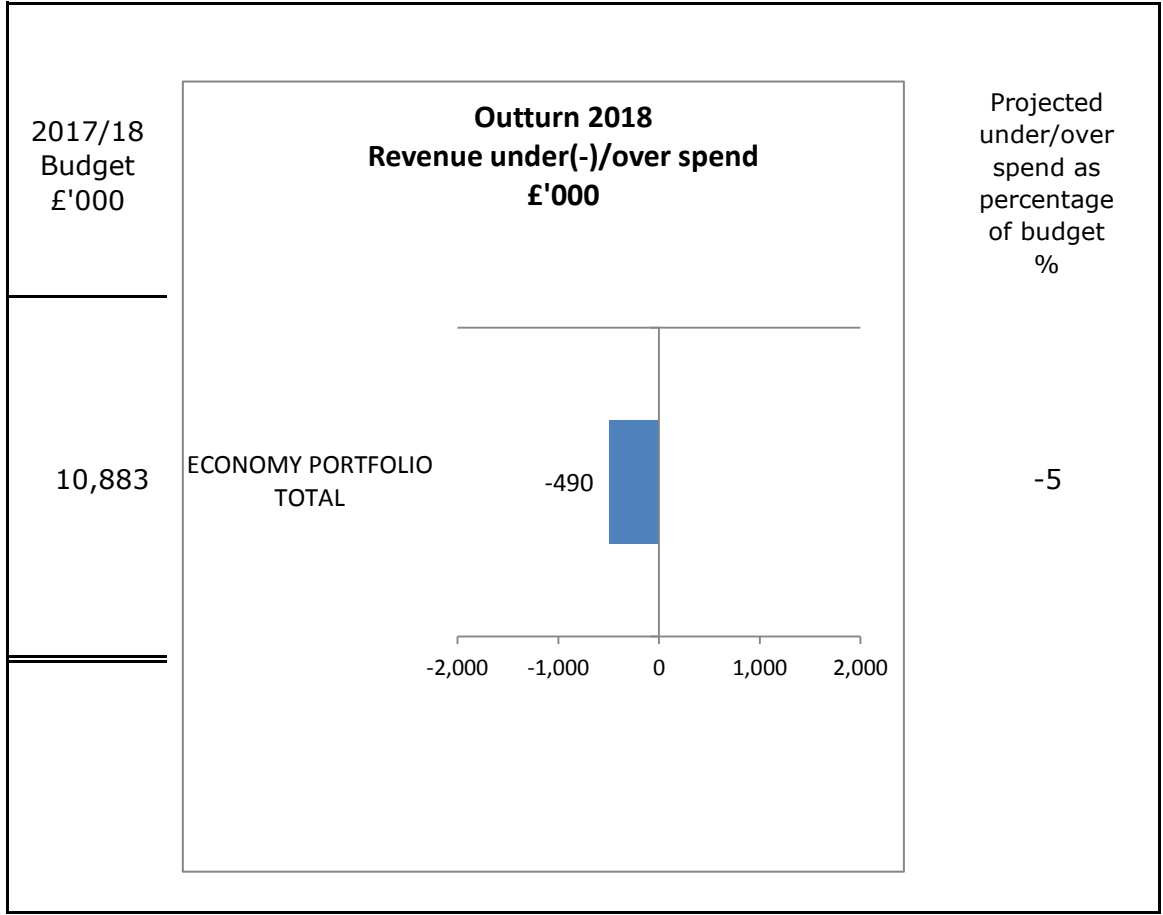
Outturn Summary



The Highways and Infrastructure outturn position reflects a £0.8m underspend. This is predominately due to reduced demand for the National Concessionary Fares Scheme, totalling £0.6m, which includes a further £0.2m reduction in demand in the final quarter of this financial year.

Further underspends have been generated from capitalising schemes associated with Operation Watershed and recovery of costs charged to the Street Works Permit Scheme.

These underspends have been partially offset by additional costs required for the reprocurement of the Highways Maintenance Contract.



Outturn Summary

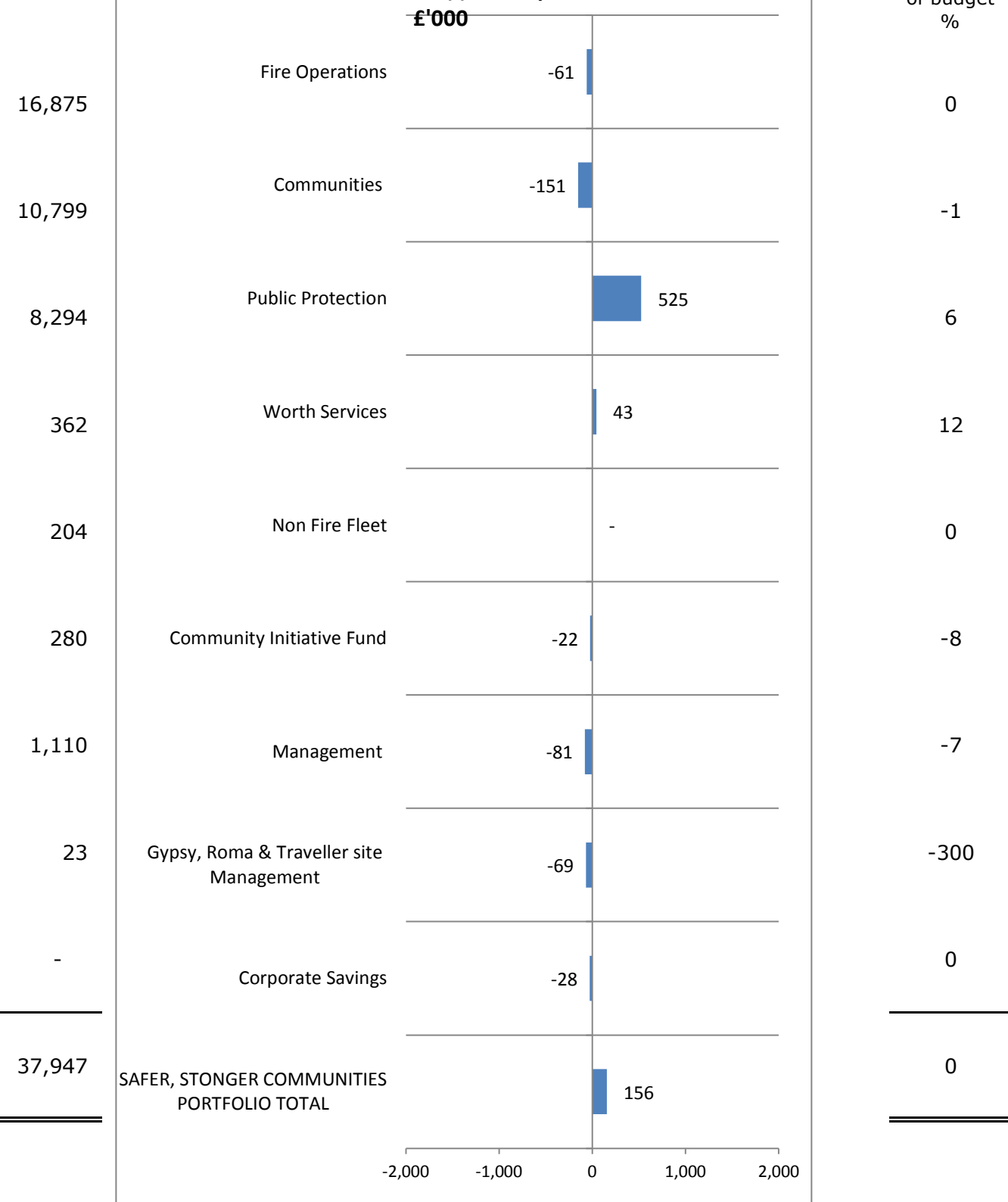
The Leader (including Economy) outturn position reflects an underspending of £0.5m. This is due to the following factors:

Underspending of £0.110m due to the reprofiling of revenue works at the Horsham Business Park which are now scheduled to take place in the new financial year, delayed procurement of the Bognor Digital Hub has resulted in a £0.100m underspend, staffing vacancies within the new Communications Team equating to £0.120m, small reduction in spend on Broadband and Gigabit projects of £0.050m and other minor reductions in spending profiles across the Economic Development service.

Outturn Summary

2017/18
Budget
£'000

Projected
under/over
spend as
percentage
of budget
%



The Safer, Stronger Communities outturn position reflects a £0.2m overspend.

This has been caused by additional costs required from the need for dual running of the Sussex Control Centre, which have been largely mitigated from staffing underspends as well as better than expected income generation in the libraries services.

The Grenfell Tower tragedy resulted in additional pressure within the service, however the additional costs associated has been mitigated through the overall staffing underspends within the service.

REVENUE BUDGET OUTTURN 2017/18

	Latest budget for year	Net spending	Outturn Variation	February variation	Change on month
	£000	£000	£000	£000	£000
Sources of Finance					
Revenue Support Grant	-27,693	-27,693	0	0	0
Precept	-404,861	-404,861	0	0	0
Council Tax Collection Fund	-3,373	-3,373	0	0	0
Business Rates	-75,968	-76,095	-127	-127	0
Business Rates Collection Fund	1,117	1,117	0	0	0
Business Rates Pool	-1,784	-1,784	0	0	0
Section 31 Business Rates Grant	-2,324	-2,390	-66	-65	-1
Adult Social Care Grant	-3,318	-3,318	0	0	0
Education Services Grant	-2,189	-2,192	-3	-3	0
New Homes Bonus Grant	-5,017	-5,016	1	1	0
School Improvement Grant	-428	-439	-11	-11	0
Transition Grant	-6,254	-6,254	0	0	0
Transparency Code New Burdens Grant	0	-13	-13	-13	0
Financing Sub-Total	-532,092	-532,311	-219	-218	-1
Portfolio Budgets					
Adults and Health	189,792	190,304	512	488	24
Children and Young People	90,035	88,746	-1,289	-808	-481
Education and Skills	15,834	16,951	1,117	1,176	-59
Environment	60,588	61,414	826	1,172	-346
Finance and Resources	59,873	60,193	320	-18	338
Highways and Infrastructure	36,587	35,836	-751	-926	175
Leader (including Economy)	10,883	10,393	-490	-266	-224
Safer, Stronger Communities	37,947	38,103	156	-3	159
Portfolio Sub-Total	501,539	501,940	401	815	-414
Non-Portfolio Budgets					
Capital Financing - MRP	8,789	8,666	-123	-123	0
Capital Financing - Interest	18,713	18,060	-653	-649	-4
Revenue Contribution to Capital Outlay	1,957	1,957	0	0	0
Investment Income	-1,858	-1,809	49	0	49
Contingency	1,902	0	-1,902	0	-1,902
LGPS Lump Sum Contribution	3,354	0	-3,354	0	-3,354
Employer's National Insurance	150	0	-150	0	-150
Business Rates Pool	1,431	1,431	0	0	0
Transfers to/(from) Reserves	-3,885	-3,885	0	0	0
Non-Portfolio Sub-Total	30,553	24,420	-6,133	-772	-5,361
Total Net Expenditure	0	-5,951	-5,951	-175	-5,776

Memo: Contingency	£000
Original Budget	3,204
Gypsy & Traveller sites	-221
Sussex Healthcare	-300
Review of Insurance Provision	-744
Shoreham	-37
Available Contingency	1,902

Balances and Reserves	Balance at 1 April 2017 £000	Balance at 31 March 2018 £000	Movement in Year £000	Analysis of movement in year
Earmarked Reserves:				
Capital Expenditure Reserve	-4,010	-4,010	0	
Capital Infrastructure	-12,100	-12,028	72	£0.072m draw down for A27 workshops in year (£0.028m remaining for 2018/19)
Crawley Schools PFI Reserve	-6,976	-7,199	-223	£0.123m transferred from revenue budget (in-year surplus of PFI credits over unitary charge payments) per funding model; £0.1m internal interest accrued
Street Lighting PFI Reserve	-18,351	-19,142	-791	£0.749m transfer to reserve as per approved 2017/18 budget; additional £0.042m internal interest accrued
Waste Management PFI Reserve	-12,417	-12,415	2	£0.028m withdrawal from reserve as per approved 2017/18 budget; £0.026m internal interest accrued
Waste Management MRMC Reserve	-29,490	-29,216	274	Applied £0.336m to capital programme (MBT Plant); £0.062m interest accrued
Adult Social Care & Health Demand Pressures	-1,754	-734	1,020	£1.020m withdrawal from reserve as per approved 2017/18 budget
Budget Management Reserve	-18,931	-26,704	-7,773	£7.773m transfer to reserve as per approved 2017/18 budget
Business Infrastructure Reserve	-2,858	-1,187	1,671	£1.671m, withdrawal from reserve as per approved 2017/18 budget (includes £0.922m applied to capital programme)
Care, Wellbeing and Education Risk Reserve	-1,921	0	1,921	£1.921m balance transferred to Service Transformation Reserve as per approved 2017/18 budget
Contract Settlement Reserve	-893	-893	0	
Counselling Services to Schools	-1,000	-383	617	Application of 2016/17 outturn carry forward
Debtor Contingency	-586	0	586	Balance of reserve applied to finance adjustments following review of Council debtors
Early Intervention Reserve	-8,160	0	8,160	£8.160m withdrawal from reserve as per approved 2017/18 budget
Elections Reserve	-600	0	600	£0.6m withdrawal from reserve as per approved 2017/18 budget
Highways Commuted Sums	-2,669	-3,063	-394	£0.394m transfer to reserve as per approved 2017/18 budget
Highways On-Street Parking	-433	-806	-373	£0.373m transferred to reserve from Highways and Infrastructure portfolio to finance future eligible schemes
Infrastructure Fund	-817	0	817	£0.470m withdrawal from reserve as per approved 2017/18 budget; balance transferred to Service Transformation Reserve as identified through review of small reserves
Insurance Reserve	-8,116	-8,049	67	£0.217m applied to revenue to meet premium shortfall; £0.150m credited to reserve (carry-forward of school insurance premiums)
Interest Smoothing Reserve	-830	-830	0	

Balances and Reserves	Balance at 1 April 2017 £000	Balance at 31 March 2018 £000	Movement in Year £000	Analysis of movement in year
Revenue Grants Unapplied	-1,153	-1,804	-651	Application of SEN (£0.125m), High Needs (£0.074m) Small Grant Allocation (£0.035m) and Fire (£0.02m) grants; £0.1m diverted to OPE reserve; Carry-forward various grants (£1.005m) per February 2018 TPM
Schools Sickness & Maternity Insurance Scheme	-2,002	-2,085	-83	£0.083m in-year surplus on schools sickness and maternity insurance scheme
Service Transformation Fund	-13,341	-11,513	1,828	£1.921m balance from Care, Wellbeing and Education Risk Reserve transferred to Service Transformation Reserve as per approved 2017/18 budget; £4.392m applied to Leader revenue portfolio (Transformation Programme costs for year); £0.643m increase from review of small reserves
Adult Social Care Grant	0	-1,743	-1,743	£3.318 Adult Social Care Grant; £1.525m applied to Leader revenue portfolio (Transformation Programme costs for year); £0.050m applied to capital programme (St Wilfrid's Hospice)
Statutory Duties Reserve	0	-350	-350	£0.350m off-payroll reform - as agreed in February 2018 TPM
Strategic Economic Plan (SEP) Reserve	-2,437	-1,977	460	£0.460m withdrawal from reserve as per approved 2017/18 budget
Street Works Permit Scheme	-602	-836	-234	£0.234m balance of permit fee income received in 2017/18 applied to reserve
Sustainable Investment Fund	-850	-796	54	
Tangmere Solar Farm	-623	0	623	£0.323m withdrawal from reserve as per approved 2017/18 budget; £0.3m balance identified through review of small reserves
Other Earmarked Reserves	-1,656	-1,943	-287	£0.164m withdrawal from Highways and Education Buildings Reserve per approved 2017/18 budget; £0.350m withdrawal of Public Health Funding and £0.165m for Operation Watershed; various transfers as agreed in Feb 2018 TPM including: One Public Estate (£0.415m), Off-Payroll Reform (£0.350m), Infrastructure Works Feasibility (£0.298m)
Earmarked Reserves (Excluding Schools)	-155,576	-149,706	5,870	
DSG Reserve	-2,520	-5,489	-2,969	£1.1m for High Needs Block allocated in June 2017 as agreed by Education & Skills Forum (Jan 2017); £4.069m net DSG outturn underspend transferred to reserve
School Balances	-16,479	-14,995	1,484	Net balance of school balances to finance 2017/18 expenditure
Total Earmarked Reserves	-174,575	-170,190	4,385	
General Fund	-18,335	-18,335	0	
Capital Grants Unapplied	-5,741	-13,626	-7,885	Net balance of grants and contributions received in year and applied to capital programme
Total Usable Reserves (Current)	-198,651	-202,151	-3,500	
Proposed Transfers to Reserves:				
Statutory Duties Reserve		-2,000		
Deprivation of Liberty Safeguarding (DOLS)		-1,000		
Business Rates Appeals Reserve		-460		
Waste Volatility Reserve		-500		
Pothole Action Bonus Reserve		-540		
Increase to General Fund		-1,951		
Total Usable Reserves (Proposed)	-198,651	-208,602		

For information only: Agreed carry forward/ transfer to reserves requests as authorised in the February 2018 TPM report				
Portfolio	Name	Carry Forward Amount	Transfer to Reserve	Narrative
Children & Young People	Controlling Migration Fund - Successful Bid	£ 63,000	£ -	In January 2018, we were informed that our bid to the Controlling Migration Fund for funding to enable the Council to "enhance quality of service to UASC" had been approved. The funding (£322k in total) is provided across 3 financial years, however due to the late announcement it has not been possible to spend the 2017/18 allocation within year as the plan relies on the recruitment of additional temporary staffing resource in the first instance. Costs of these staff will not be incurred until 2018/19 and hence the carry forward of the sum allocated for 2017/18 is requested.
Children & Young People	Controlling Migration Fund - Additional Allocation	£ 235,000	£ -	Following the announcement of our successful bid at as above, on 16 th January 2018 the Secretary of State for Housing, Communities and Local Government announced further allocations to all local authorities supporting more than 10 unaccompanied asylum seeking children. The allocation made available to West Sussex is £235k and is provided to "build capacity for local authorities to support UASC". Due to the late and unexpected announcement of this funding, plans are being developed to commission additional temporary accommodation for over-18 year old UASC but expenditure is unlikely to be incurred until 2018/19.
Children & Young People	30 Hours Free Childcare Delivery Support Fund	£ 42,000	£ -	This grant funding will be paid to the authority on or before 31 st March 2018, the funding is intended to "create (directly or indirectly) 30 hours places for the 2018 summer term". The memorandum of understanding attached to the grant is clear that it "only covers revenue expenditure relating to the Grant Recipients successful bid for the Delivery Support Fund", however there is no condition attaching to the grant which means it cannot be treated as a receipt in advance. Hence a carry forward into the IPEH Early Years budget is requested.
Children & Young People	Signs of Safety Innovation Grant	£ 74,163	£ -	This Innovation Grant was approved in October 2017 and received in January 2018. A Practice Manager has been employed on a temporary contract from February 2018 to August 2019 to enable Signs of Safety work within the department using the funding from this grant. The grant condition stipulates that this is a S31 grant allocation, therefore a request to carry forward the balance into 2018/19 is required.
Children & Young People	MASH Education Workers	£ 122,000	£ -	Additional staff to support the Multi Agency Safeguarding Hub (MASH), particularly to support Educational assessments for referred children.
Children & Young People	Interagency Fees	£ 260,000	£ -	The Consortium of Voluntary Adoption Agencies (CVAA) have circulated a proposal to local authorities to change the way payments are made in purchasing adoptive families from other organisations and to increase the current rate. The proposal is to increase the current adoption rate from: - £27,000 to £31,000 for a single child from 1st April 2018 - £43,000 to £50,000 for 2 children from 1st April 2018. This rate change will result in a £90,000 increase to the current projected 2018/19 Interagency projection. In addition, the CVAA are also proposing to change the instalment payments timeline. Currently, an initial £18,000 payment for a single child is made when the child is 'placed for adoption'. Once the adoption is completed, the final £9,000 payment is made. The timescale of this payment varies dependant on the success of the placement, however it is usually around 12-15 months after the initial placement. This change in the payment timescale will cause a cash-flow issue in 2018/19 for the second instalment of placed for adoption children currently underway in the sum of £170,000.
Children & Young People	Youth Offending Service	£ 85,000	£ -	The budget for the Youth Offending Service (YOS) is currently forecast to underspend because posts have been held vacant due to the pending service review which is required to address a reduction in funding from the Youth Justice Board in 2018/19. It had been the intention of the Service to use the underspend to deliver training to the staff and management team on trauma-informed practice and applying this to a whole family approach; the development of resources regarding trauma practice for children, families, partners, sentences, etc.; and to undertake an evaluation of implementing a trauma-informed approach. However, due to delays in the procurement process to appoint a provider to deliver the training and development, this will not now take place until 2018/19. Carry forward of £85k is therefore requested for this purpose. It should be noted that YOS is jointly funded by partner organisations including the Police & Crime Commissioner (PCC), and it is the carry forward of these funds that is being requested. The PCC's representative has given their approval in principle for this to occur.
Education	SEND Implementation Grant	£ 384,619	£ -	Grant allocation for 2018/19 received on 28/02/18. The purpose of the SEND Implementation grant is to support local authorities with the additional costs associated with the implementation of the SEND reforms. These monies will be needed to: 1) complete the transfers of all statement to education health and care plans, 2) further embed all aspects of the reforms in partnership with schools, colleges and early years settings, and 3) continue to improve the quality of education health and care plans. This grant is not ring fenced, and therefore approval is being sought to carry these monies forward.
Education	SEND Preparation For Employment Grant	£ 109,054	£ -	Grant allocation for 2018/19 received on 05/03/18. Additional one-off funding being paid as part of the SEND reforms to be used to: 1) provide job coach training to increase the pool of expert job coaches available to support young people with SEND on work placements, and 2) set up local supported internship forums. Again, this grant is not ring fenced, and therefore approval is being sought to carry these monies forward.
Finance & Resources	One Public Estate		£ 415,000	One Public Estate grant due to be received at the end of the financial year will be required for feasibility works during 2018/19.
Finance & Resources	Payroll Improvement Project	£ 50,000		Automation tool for the payroll improvement project.
Finance & Resources	Infrastructure Works		£ 360,000	Pressures within Capital and Infrastructure to fund feasibility works.
Safer, Stronger Communities	South East Region Fire and Rescue Service Control Room Grant	£ 97,100		Grant received from the Home Office on the 15th March 2018 to support the rollout of the Emergency Services Mobile Communication Programme (ESMCP).
Non - Portfolio	Off Payroll Reform		£ 350,000	There continues to be a liability relating to IR35 legislation. It is requested that the unspent allocation is transferred into a reserve to mitigate future pressure.
Subtotal		£ 1,521,936	£ 1,125,000	

Reserves Transfers		
Name of Reserve	Amount	Narrative
Statutory Duties Reserve	£ 2,000,000	Reserve to fund potential future costs associated with a HMRC review of payments made outside of payroll, potential teachers pensions liabilities as well as other costs to fund additional health and safety issues.
Deprivation of Liberty Safeguarding (DOLS) Reserve	£ 1,000,000	The County Council is legally required to determine whether arrangements made for the care and/or treatment of an individual lacking capacity to consent to those arrangements amounts to a deprivation of liberty. Currently there is a backlog of such applications, so the purpose of this reserve is to provide funding for the exceptional costs that will be incurred as part of clearing it.
Business Rates Appeals Reserve	£ 460,000	This reserve is to cover the County Council's share of any potential liability following successful business rates appeals.
Waste Volatility Reserve	£ 500,000	The waste volatility reserve is to fund a potential increase in tonnage volumes which may appear during the early part of the 2018/19 financial year. In the months of February and March 2018, there were significant reductions in expected waste tonnage at the Household Waste Recycling Sites.
Pothole Action Bonus Reserve	£ 540,000	Allocation of funding to focus on longer term repairs across the county's highways network.
General Fund	£ 1,951,000	Allocation of funding into the General Fund to protect against future demand pressures. This additional allocation will increase the reserve to a level representing 3.8% of the 2018/19 net expenditure.

2017/18 CAPITAL MONITOR as at the end of March 2018

Expenditure:

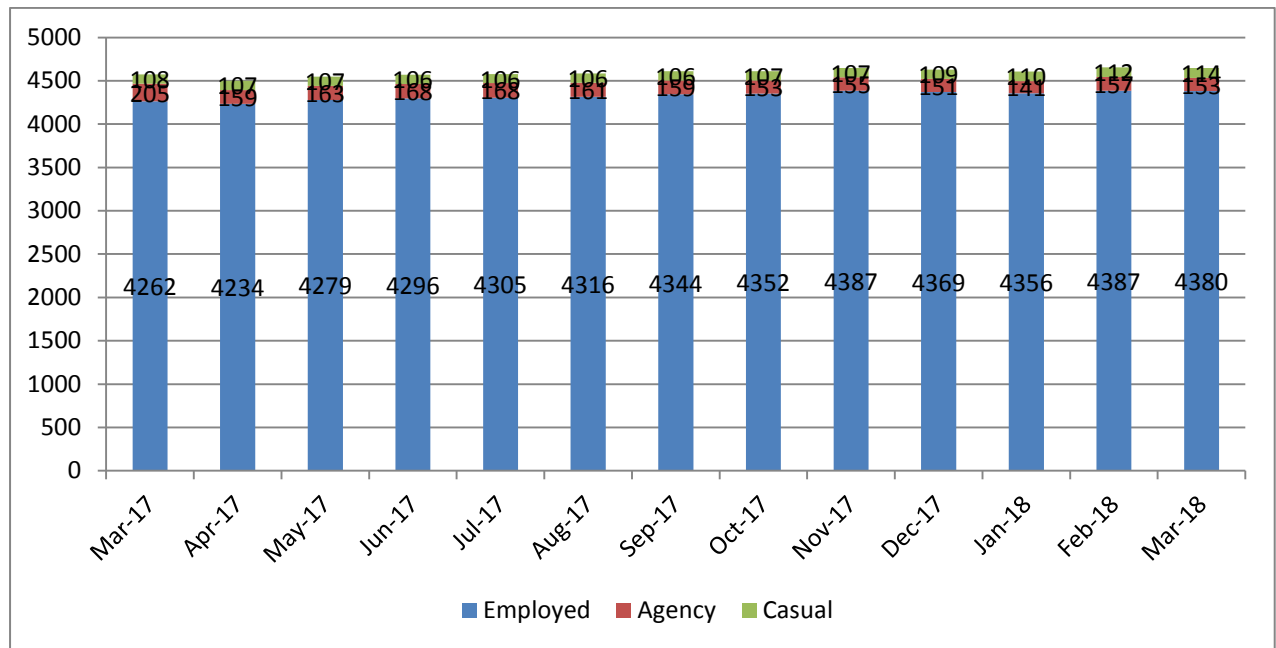
Portfolio	(1)	(2)	(3)	(4) (5)		(6)	(7)
	Revised 17/18 Capital Forecast (July Refresh)	Full Year Actuals	Variance Over/(Under) Spend	Slipped to / Accelerated from 2018/ Changes due to Management Action	Changes beyond the control of the Service	Pipeline Schemes	Additions/ Cancellations & Reductions of Schemes
	£000	£000	£000	£000	£000	£000	£000
Core Programme							
Adults and Health	221	394	173	(157)	0	330	0
Education and Skills/ Children and Young People	51,586	46,299	(5,287)	0	(1,893)	550	(3,944)
Environment	1,312	801	(511)	(293)	(610)	0	392
Finance and Resources	4,728	3,775	(953)	(720)	0	191	(424)
Highways and Infrastructure	37,280	33,108	(4,172)	1,495	(5,089)	0	(578)
Leader (including Economy)	562	433	(129)	0	-361	420	-188
Safer, Stronger Communities	5,341	1,797	(3,544)	0	(3,485)	0	(59)
Total Core Programme	101,030	86,607	(14,423)	325	(11,438)	1,491	(4,801)
Income Generating Initiatives							
Economy (5 Bold Ideas)	667	100	(567)	0	(567)	0	0
Finance and Resources (inc Propco)	489	376	(113)	0	(198)	85	0
Environment (Waste Infrastructure & YES)	12,465	10,944	(1,521)	(340)	(1,157)	0	(24)
Total IGI	13,621	11,420	(2,201)	(340)	(1,922)	85	(24)
Total Capital Programme	114,651	98,027	(16,624)	(15)	(13,360)	1,576	(4,825)
Sources of Finance	Capital Forecast Estimate £000	Actuals £000	Variance £000				
Government Grant	66,916	59,051	(7,865)				
Revenue Contributions	1,357	1,957	600				
Capital Receipts	2,750	1,696	(1,054)				
Borrowing - Corporate	8,889	19,393	10,504				
Borrowing - Service/Income Generating	25,746	11,119	(14,627)				
External Contributions	8,993	4,811	(4,182)				
Total	114,651	98,027	(16,624)				

Total Performance Monitor - Workforce Data

This document provides three headline items of information regarding the WSCC workforce:

1. FTE and Employment Type
2. Workforce Spend
3. Lost Time Rate

1. FTE and Employment Type (employed, casual, agency via Manpower)



	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Employed	93%	94%	94%	94%	94%	94%	94%	94%	94%	94%	95%	94%	94%
Agency	4%	4%	4%	4%	4%	4%	3%	3%	3%	3%	3%	3%	3%
Casual	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

The chart above provides a high-level breakdown of the WSCC workforce by month across a 13 month period. The breakdown is by: FTE (full time equivalent); Agency; and Casual staff.

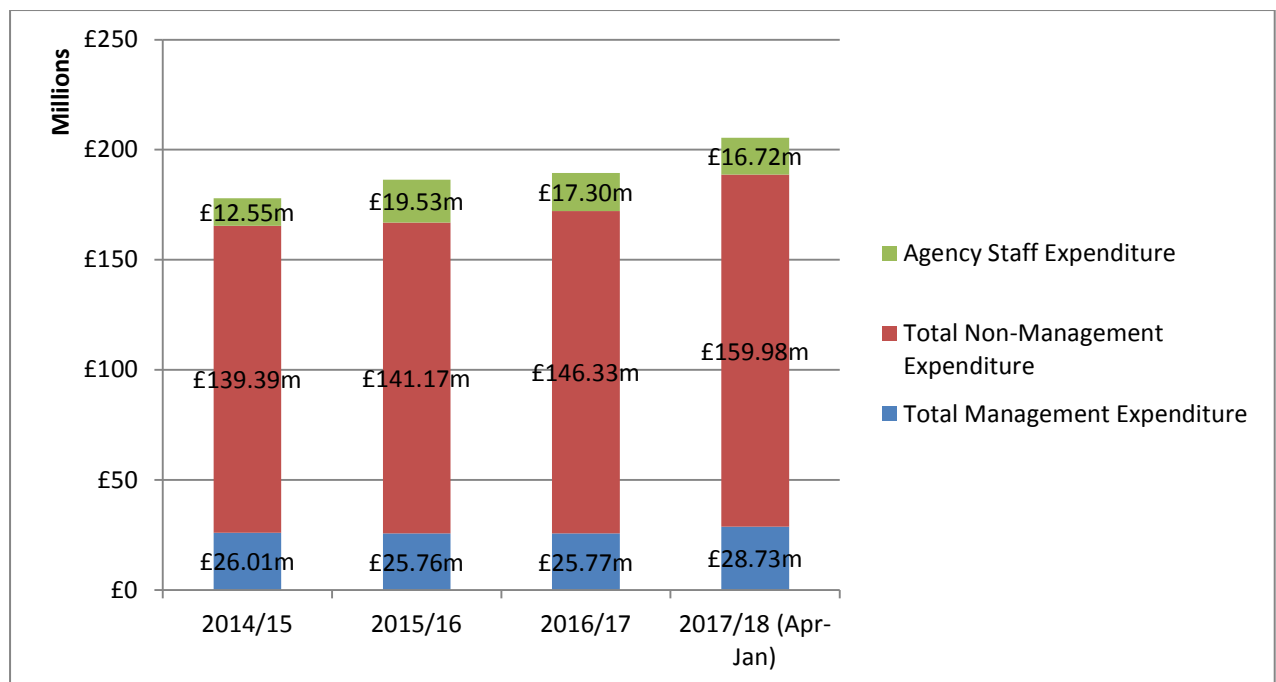
The FTE numbers show a difference of +72fte since the end of March 2017 and a difference of -9 from the last report (end February 2018). The size of the directly employed workforce has typically been growing each month. The reason for growth in FTEs is complex, but it is due in part to decisions such as actively seeking to appoint suitable agency staff into permanent roles and actions such as insourcing (e.g. MASH, staff, some HR staff).

The recent historical profile for the use of agency staff (sourced from Manpower) has been around 4% to 5% of the total workforce, but has continued to be at around 3% since September 2017. This level of agency usage fluctuates due to processes and seasonality (for example the renewal of purchase orders at the onset of the next

financial year). Despite these known fluctuations there has been a clear trend of declining agency usage as a percentage of the total workforce. Agency staff now account for 3% of the workforce, compared with 5% at this time last year. This reduction will in part be due to the impact of the increase in directly employed staff on the proportions but this will also reflect a number of interventions to reduce the level of agency staff in areas where it was considered that there was an over-reliance on this type of employment, but will also reflect challenges in recruiting agency workers in some areas (for example OTs and Social Workers) where there is significant competition in the market in recruiting both permanent and agency workers. The shift of agency staff into permanent roles mentioned above also plays a part in the reduction in the agency percentage.

The above figures are for agency staff sourced from Manpower. Other providers are also used to supply agency staff because the Manpower contract is not always able to meet the volume or type of demand particularly for professions where there are national shortages. In such circumstances, it is necessary to use other agencies. Social worker roles are a particular example of this.

2. Workforce Spend

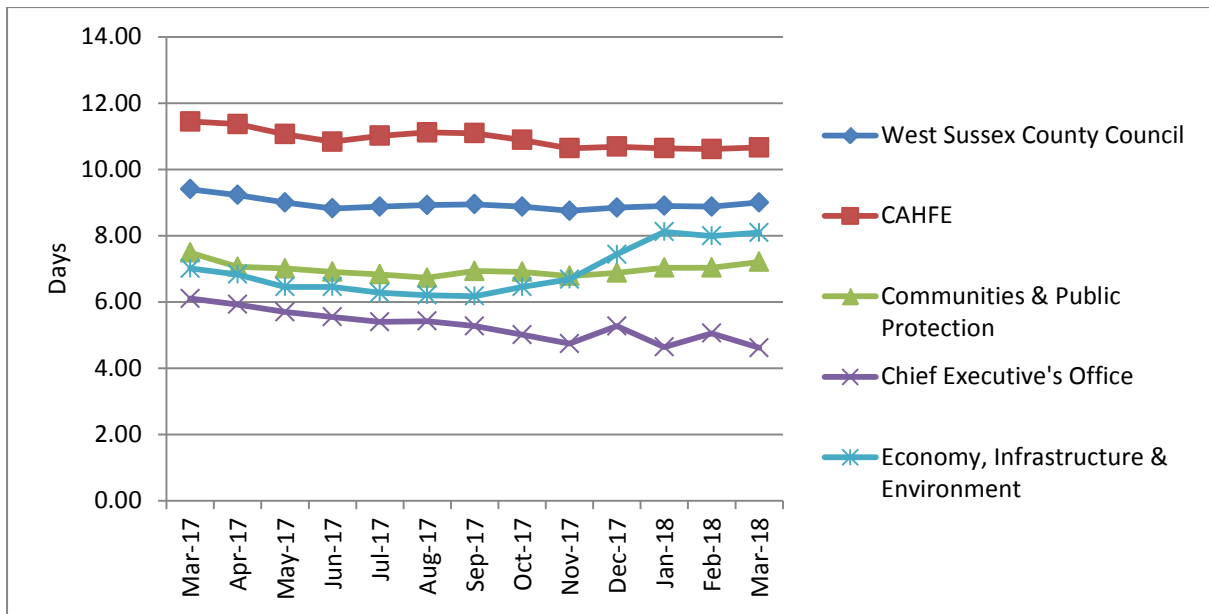


Note: NI expenditure in 2016/17 increased due to an increase of 3.4% in ER's contribution rates (end of Contracting out / introduction of flat rate pension)

The chart above summarises the total spend on the workforce over the past three years, including spend on Manpower agency staff (excluding consultancy). Note that the graph excludes schools data.

The increasing cost per annum is due to a number of factors which include increasing NI costs; increasing employer pension contributions and annual pay increment increases. In 2017/18 there was a 5.3% increase in pension contributions which totalled £6.1m, a pay award costing £5.6m, the apprenticeship levy totalling £1.6m and one off costs associated with service restructures and redundancies. There has also been a reduction in agency staffing costs in 2017/18 of £0.58m compared to 2016/17

3. Lost Time Rate



The Lost Time Rate (LTR) is the percentage of total time available that has been lost due to sickness absence. The graph shows the LTR percentage after it has been converted into an 'average days lost' per person per month figure so it is more true-to-life.

The LTR for WSCC has remained at similar each month since the last report (9 days lost compared to 8.90 days lost as previously reported).

The majority of Departments have experienced little change in lost time rate since the last report.

The Economy, Infrastructure & Environment Department has continued at a similar level following an increase from September 2017 but the level remains below the WSCC average.

Work is underway to support and ensure managers are enabled to effectively manage sickness absence and other employee relations cases.