

# Performance and Resources Report – June 2024

## Introduction

- This report provides an overview of the Council’s performance during the first quarter of 2024/25 (April - June). Information is reported on an outturn forecast basis and describes how the Council is delivering on the Council Plan’s four priorities, with an underlying theme of protecting the environment:
  - Keeping people safe from vulnerable situations,
  - A sustainable and prosperous economy,
  - Helping people and communities fulfil their potential, and
  - Making the best use of resources.

## Performance Summary - The Council Plan

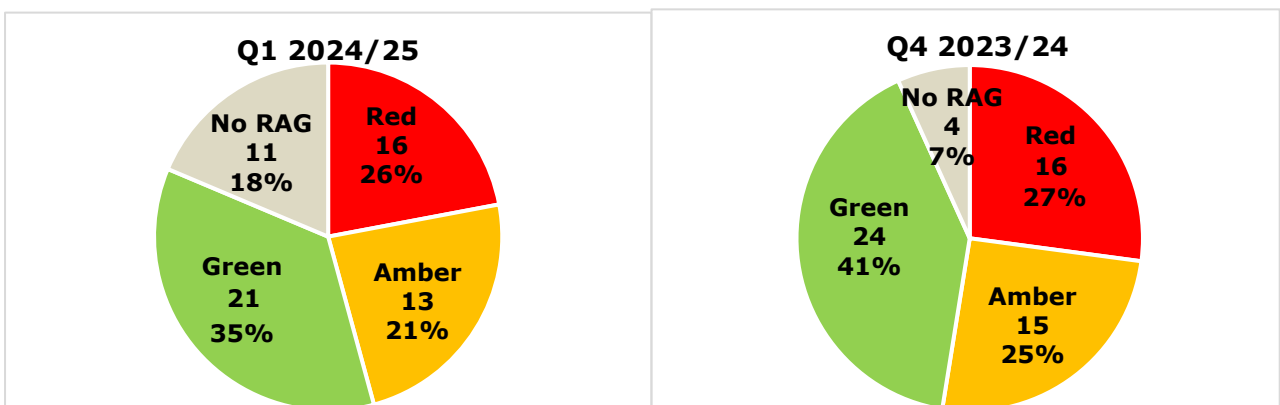
- Appendix 1** provides a table of performance by Council Plan priority with details of measures reported in the relevant Portfolio Section. **Table 1** provides a summary of the latest RAG status and year end forecast on the 61 measures.

**Table 1 – Q1 Performance Summary Compared To Year-End Forecast**

	Q1 Position 2024/25	Year End Forecast 2024/25
<b>Red</b>	16	5
<b>Amber</b>	13	30
<b>Green</b>	21	20
<b>No RAG</b>	11	6
<b>Total</b>	<b>61</b>	<b>61</b>

- Graph 1** provides a comparison of the latest 61 RAG status measures with the previous reporting period.

**Graph 1 – Q1 2024/25 Performance Summary Compared To Q4 2023/24**



## Performance Summary by Priority

### Keeping People Safe from Vulnerable Situations

4. Huge crowds gathered to watch firefighters complete a **major training exercise at Chichester Cathedral** which tested procedures in the event of a fire following the Notre-Dame blaze in 2019. The mock incident, which took place on the 20<sup>th</sup> May, saw crews rescue one person stuck inside the building with synthetic smoke billowing from the roof. The Chichester Fire Station Manager confirmed that the operation was a success.
5. The County Council is reinforcing its ongoing support for people who care for family members, friends, and neighbours with a new five-year contract **to offer them information, guidance, and emotional help**. The contract, which began on 1<sup>st</sup> April, has been awarded to [Carers Support West Sussex](#), a local charity with expertise and specialist knowledge in supporting unpaid carers. The county-wide service will provide a dedicated Carers' Helpline, carer support groups and a dedicated specialist service to young adult carers aged 18 to 25. It will offer access to Carer Wellbeing Workers who can provide information, help and guidance and enable carers to be identified as early as possible in their caring journey. Carers will also be able to receive support from Carer Assessors and Welfare Benefits' Advisors over the telephone or at seven local hubs, at five acute hospital and eight community hospital sites in West Sussex and at East Surrey Hospital, which is managed by Surrey and Sussex Healthcare NHS Trust.

### A Sustainable and Prosperous Economy

6. Two new initiatives are underway to further improve bus travel in West Sussex. More than 400 **Real Time Passenger Information (RTPI) Digital Displays** are being installed countywide in a £3.3m programme and **Traffic Lights are also being upgraded** at 24 junctions to give buses priority in a £1.4m scheme. The improvements are all part of the County Council's Bus Service Improvement Plan (BSIP) supporting more sustainable travel options. The installation of the RTPI displays started in January and is progressing at a rate of around 16 per week.
7. **A further package of multi-million-pound road repairs and improvements have started in West Sussex**, proactively tackling current pothole issues and also investing in larger-scale resurfacing across the county's 4,000km road network. Following additional highways maintenance funding being added to last year's budget, the County Council is committed to tackling the impact of persistent, severe weather on the highway, with both reactive and proactive measures. This financial year, in addition to the highway's maintenance and operations base budget, further investment has been made through:
  - An extra £4m to support highway maintenance, including pothole repairs.
  - An additional £7m has been added to increase carriageway resurfacing and treatments programme to more than £20m, enabling highways teams to deliver one of their largest programmes of works to date.
  - A further £2m to tackle the significant carriageway patching backlog across the county following the very wet conditions over the last six months. This work will start in early summer to maximise the best working conditions.

## Helping People and Communities Fulfil Their Potential

8. Following a recent **Ofsted visit, the County Council has been praised for its 'substantially improved' services that help young people leaving care to develop and flourish**. Inspectors visited in July and assessed arrangements for care leavers aged 18-25, including support into adulthood and for care leavers with specific needs. Ofsted said that the council has created 'a culture of excellent support' for care leavers and that 'leaders value them, their opinions matter to them and their work translates into meaningful change in how services are delivered'. The inspectors did identify a need to reduce caseloads on Personal Advisors who work with care leavers and said that transitions into care leaver services for some young people is sometimes happening too late, however they recognised that the Council is actively recruiting staff to help resolve these issues.
9. Work has been underway with primary schools ensuring that once again, **every primary-school aged child has been allocated a school place** for the 2024/25 academic year, with the council's Admissions Team processing 8,606 applications: a slight decrease on last year's total of 8,809. Of this number, 7,948 applicants (92.4%) will be offered their first preference school, up on last year's percentage of 91%. 99.0% of all applicants this year will be offered one of their three preferences, an increase on last year's percentage of 98.3%.
10. The communities in Littlehampton have been asked to take part in a **new pilot scheme that offers free support to plan for a full and healthy life in older age**. Life Transitions aims to help people make informed decisions on matters including retirement, moving home, experiencing changes in health and mobility, becoming a carer or experiencing a bereavement. It offers trained volunteers who are available for one-to-one conversations in person, over the telephone or online via video call. These conversations help people think about what is important to them, what resources they have and what they will need to feel prepared for any significant changes they may experience in later life.
11. Since June, residents living or travelling in the Barnham area have been able to access **a new flexible bus service called "Book-a-Bus"**. The new "Book-a-Bus 97 Flex" service will cover a wide area between Barnham, Aldingbourne, Eartham, Shripney, Slindon, and Walberton, enabling more connections to local towns and other transport networks. "Book-a-Bus" is an on-demand service being trialled in areas of West Sussex with limited or no traditional bus services. The service forms part of West Sussex County Council's [Bus Service Improvement Plan](#), funded by the Department for Transport, which aims to make it easier and more attractive for residents and visitors to travel by bus.
12. **West Sussex Local Area SEND Partnership has set out how it will continue to develop vital services for children and young people with special educational needs and disabilities (SEND)** in West Sussex with the publication of a [new improvement plan](#). The SEND Improvement Plan has been developed by West Sussex County Council, working in partnership with NHS Sussex as the West Sussex Local Area SEND Partnership. West Sussex County Council and NHS Sussex are responsible for delivering, planning, and commissioning services for children and young people with SEND. Following the Ofsted and Care Quality Commission inspection, which gave West Sussex Local Area SEND Partnership the middle rating for delivery, planning and commissioning of SEND services, a detailed Improvement Plan is being implemented to make improvements to ensure all young people with SEND receive the right help and support so that they enjoy positive experiences and outcomes.

## **Making the Best Use of Resources**

13. The new building at Woodlands Meed College in Burgess Hill has been handed over to the school. Recent progress on site means the multi-million-pound development has taken significant steps forward in recent months and pupils will soon be able to make use of a host of new facilities at the college. The ambitious project provides new facilities such as a hydrotherapy pool, 12 new classrooms and a two-court sports hall for 100 children with special educational needs and disabilities. Students will also benefit from new outside spaces for learning and play.

## **Protecting the Environment**

14. **Residents have been asked for their views on the proposed locations of several new Electric Vehicle (EV) Chargepoints in Crawley, Horsham, and Mid Sussex.** The proposed locations of the new roadside chargepoints have been selected because either a member of the public has made a request, or the location has been identified as an area with limited off-road parking and a lack of nearby public chargepoints. The proposals form part of the latest round of installations from the West Sussex Chargepoint Network, a partnership between West Sussex County Council, its district and borough partners and Connected Kerb. So far 215 chargepoints have been installed across West Sussex on the roadside and in district and borough car parks, with many more planned in the coming years.
15. An exciting new project called '**Greenprint**' is underway in parts of **West Sussex to explore innovative uses for highway grass cuttings this growing season.** The project is part of 'ADEPT Live Labs 2: Decarbonising Local Roads in the UK', which is a three-year, UK-wide, £30m programme funded by the Department for Transport (DfT). Live Labs 2 includes seven projects, grouped by four interconnected themes, led by local authorities working alongside commercial and academic partners. Each project is testing new solutions to decarbonise construction and maintenance across the whole life cycle of the local highway network. The County Council worked in partnership with South Gloucestershire Council and, jointly, they secured a total of £3.7m to run the pioneering Greenprint project. Building on last year's planning and testing activities, West Sussex Highway teams are currently trialling new 'cut and collect' verge maintenance routines in Horsham, Aldwick, Bersted and Pagham. These verges are currently cut five times a year but leave the cuttings on the ground. This allows the nutrients to go back into the soil, encouraging grass growth. By removing the cuttings this season, we expect to reduce the soil's fertility, slowing grass growth and enabling a wider variety of plant life and pollinators to thrive.
16. In preparation of the mandated household weekly food waste collections from 2026, the County Council is **modifying the Mechanical and Biological Treatment (MBT) plant to take separated collected food waste.** This action ensures compliance with the Environment Act 2021, which requires waste collection authorities (West Sussex district and borough council's) to collect food waste separately from other waste streams by April 2026.

## Finance Summary



17. The forecast revenue outturn position for 2024/25, as at the end of June, is currently projecting an overspend on services of £23.290m, but overall, **a net £22.810m overspend** when non-service budgets are factored into the position. This represents 3% of the overall budget.
18. Whilst the key determinant of the outturn position will be the extent to which the County Council is able to manage price and volume on large placement related budgets, it is important to ensure services are employing frugality, restraint and heightened value for money (VfM) across the board. Whilst this action cannot offset the impact of increases in those large budgets, it is essential for consistency and to convey the importance of controlling cost for the success of the Council.
19. At this time, a balanced budget could be achieved by allocating the centrally held Corporate Contingency budgets, however this funding needs to be conserved for unforeseen pressures which may occur in-year.
20. Services have been asked to identify and action in-year mitigations to help reduce the overall overspend position. As a direct result, the Executive Leadership Team propose to **introduce a number of workforce controls across all services**. With immediate effect, staff vacancy management will be implemented. Directorate Leadership Teams (DLTs) will collectively agree whether to recruit to vacancies on a case-by-case basis.
21. Furthermore, the use of agency staff and overtime will be reviewed to ensure they are absolutely necessary, and the appropriate action taken if not. There will be service-critical exceptions, which will be collectively agreed by DLTs.
22. Staff wellbeing is of concern and to avoid exacerbating current levels of sickness absence or turnover, the aim will be to avoid unnecessary paperwork processes as DLTs carry out this essential decision making.
23. Agency staff will be encouraged to continue to work with the Council whether through the use of fixed-term contracts or appointments to vacant posts. These measures will be regularly reviewed by DLTs, recognising the risks involved in front-line service delivery. In addition, other workforce controls currently being considered include:
  - Potential workforce reductions that can be achieved through planned restructures (already included as part of savings proposals).
  - Review of potential duplicated roles across the organisation and assess whether there is any way these could be merged/ better co-ordinated (identified as a cross-cutting programme currently in development).
  - Extend flexible working requests, reducing hours/ days worked.
  - Greater focus on staff retention to further reduce turnover.
24. Any proposals taken forward will be subject to consultation with recognised trade unions before implementation.
25. In addition, other common agreed in-year actions include:

- Training - Whilst professional network events are still encouraged, external, non-apprenticeship training opportunities will be subject to individual Department Leadership Team agreement.
- Review of Pool Car Usage – Staff are to be reminded on the benefits of using pool cars which in turn, will help reduce in-year mileage claims. In addition, a review of the current pool car fleet is to be undertaken to ensure the fleet is covering business need and is not over resourced.
- Optimisation of Grant Allocations - To ensure grant funding is utilised in the most efficient way.

26. **Table 2** reports the projected revenue outturn position by Portfolio. Full details and explanations of service positions are set out in the Portfolio Sections at the end of this report.

**Table 2 – Projected Outturn Variation by Portfolio**

PORTFOLIO	CURRENT NET BUDGET (£'000)	PROJECTED OUTTURN VARIATION (£'000)	VARIATION %
Adults Services	263,645	12,800	4.9%
Children & Young People, Learning & Skills	220,205	8,400	3.8%
Community Support, Fire & Rescue	51,905	420	0.8%
Environment & Climate Change	80,392	610	0.8%
Finance & Property	33,133	920	2.8%
Highways & Transport	47,250	-300	-0.6%
Leader	2,940	-80	-2.7%
Public Health & Wellbeing	0	0	0.0%
Support Services & Economic Development	33,500	520	1.6%
<b>Portfolio Total</b>	<b>732,970</b>	<b>23,290</b>	<b>3.2%</b>
<b>Non Portfolio (Excluding Contingency)</b>	10,003	500	5.0%
<b>Sources of Finance</b>	0	-980	-100.0%
<b>Contingency</b>	25,360	0	0.0%
<b>Overall Total</b>	<b>768,333</b>	<b>22,810</b>	<b>3.0%</b>

Key:  and  - Reports the Q1 Projection

-40,000   -20,000   0   20,000   40,000  
(£'000)

## Financial Risks and Updates

27. The individual portfolio sections within the report explain the key movements which have occurred during the year, however the main financial risk areas to note across council services include:

- Growing demand and complexity of need in adults and children's social care.
- Increases in the cost and cohort of adult lifelong services provision.
- The backlog in adult social care financial assessments and data processing.
- The growing need for and the cost of external placements for children.
- The continued necessity to use unregistered placements for children.
- The rising numbers of children requiring high needs education.

- Loss of Service Level Agreement (SLA) income due to school academisation.
  - Delays in achieving savings.
28. As part of the budget setting process for 2024/25, the County Council allocated £54.1m for service pressures and £27.8m for pay and price inflation to assist services with inflation pressures, including an estimated pay increase of 3%. Many high-value contract inflation values were set prior to April 2024 and inflation increases were built into budgets.
29. During the 2023/24 financial year, inflation rates in the UK fell from exceptionally high levels. The latest Consumer Price Index (CPI) data shows that inflation rose by 2.2% in the 12 months to July 2024, up from 2.0% in June 2024, but well below its recent peak of 11.1% in October 2022.
30. The 2024/25 National Joint Council (NJC) pay award continues to be negotiated between employers and unions. Employers have proposed a one-year “full and final” offer of:
- An increase of £1,290 (pro rata for part-time employees) to be paid as a consolidated, permanent addition on all NJC pay points. This represents an increase of between 5.77% and 2.5% depending on an employee’s pay point. A 5.77% increase would be applicable for the lowest pay point of £23,000, reducing on a sliding scale down to 2.5% for roles which attract a salary of circa £47,000.
  - An increase of 2.5% on all allowances listed in the national agreement.
31. There have been mixed responses on this offer from unions with the GMB accepting the proposed deal and Unite and UNISON rejecting the proposition; with industrial action ballots due to take place in the autumn.
32. Once agreed, it is expected that any pay agreement will be funded from the 3% pay inflation allocated at budget setting and any remaining balance required being funded from the General Contingency Budget. Based on the current employer proposal, it is estimated that around £2.0m would be required from the Contingency Budget. To ensure transparency and to recognise the likelihood that this funding will be the minimum required, this estimate is included as a commitment within the General Contingency Budget.

## Service Portfolios

33. The **Adult Services Portfolio** is currently projecting a £12.8m overspend. There is a risk that this projection may increase further. The portfolio’s financial pressure is largely driven by underlying demand growth within the Older People and Lifelong Services cohort care budgets which has also been affected by the processing of backlogs, a shortfall on the planned savings now expected to be delivered in-year and the increasing number and complexities of children transitioning into Adults. Progress is being made on the backlogs, with case-level inputs starting to return to normal, although there remains a time-lag within the accounting system at this point in the process.
34. The service is trying to reduce the financial pressure with a number of short-term projects which support the Improvement Programme and generate additional in-

year mitigations. These projects include: a review of “Self-Funder” care costs whose funding is depleting and will become the County Council’s responsibility, improvements to payments made to care providers for residential care through a Provider Portal and the management of the care cost variations process. Further details are available in **Section 1**.

35. The **Children and Young People, Learning and Skill’s Portfolio** is projecting a £8.4m overspend. The increasing complexity of children’s needs and costs associated with placements for Children We Care For continues to be the main factor for the overspend. There has also been a continued growth in pupil numbers and increasing transport contract prices for Home to School Transport service provision which is also contributing to this position. This portfolio will continue to be closely monitored.
36. As at the 31<sup>st</sup> March 2024, the balance of the **Dedicated Schools Grant (DSG) Unusable Reserve**, totalled a £70.5m deficit. Since this time, the Education and Skills Funding Agency have reconciled the January 2024 Early Years census pupil numbers which has resulted in a £1.1m DSG deduction; increasing the Unusable Reserve deficit to £71.6m. Based on the latest in-year forecast, a further £58.2m overspend is projected in 2024/25. This would increase the overall DSG overspend to £129.8m by the end of the financial year. Work to clear Education, Health and Care Plans (EHCP’s) awaiting assessment continues which is likely to increase the overspend further as more children are identified as requiring support.
37. The DSG deficit remains a key concern and the County Council continues to lobby Government for a longer-term solution beyond 2025/26 when the DSG statutory over-ride is due to end. It should also be noted that the deficit balance will continue to have an adverse effect on the County Council’s cash flow and return on investments. Currently the forecast deficit is projected to result in a loss of investment income of £5.3m in 2024/25. Further details are available in **Section 2**.
38. The **Community Support, Fire and Rescue Portfolio** is reporting a £0.420m overspend, largely due to additional coroner costs. Further details are available in **Section 3**.
39. The **Environment and Climate Change Portfolio** is reporting a £0.610m overspend. The pressure reported largely relates to the disposal of persistent organic pollutants (POP) materials and additional planning service works relating to national significant infrastructure projects; these include the Gatwick Airport Development Consent Order application and the Rampion Wind Farm extension. Further details are available in **Section 4**
40. The **Finance and Property Portfolio** is reporting a £0.920m overspend largely due to additional work and costs associated with property reactive maintenance and a shortfall in school buy-back of Facilities Management services. Further details are available in **Section 5**.
41. A projected underspend of £0.3m is forecast within the **Highways and Transport Portfolio**. Additional costs relating to vehicles and IT systems, alongside the non-delivery of Street Works Enforcement savings have been mitigated by the reduction in energy prices and lower contract inflation within the Street Lighting PFI.
42. Furthermore, the provision of additional temporary funding for Highways Maintenance has continued in 2024/25 with £4.0m allocated above the base level.



The additional investment will enable the repair of more potholes and proactive work in respect of drainage and jetting works.

43. It has recently been agreed to provide further funding for a proactive approach to managing the likely deterioration of the road network over the coming winter period and the service will therefore be looking to procure additional 'Find and Fix' gangs and additional drain jetty capacity. At this early stage of the year, it is anticipated that the extra cost of the resource requirement will be able to be met within the Highways and Transport Portfolio. Further details are available in **Section 6**.
44. The **Leader** and **Public Health and Wellbeing Portfolios** are reporting a small variation or balanced budget. Further details are available in **Section 7 and 8**.
45. The **Support Services and Economic Development Portfolio** is reporting a £0.520m overspend due to a reduction in school buy-back of HR services following a number of recent academy conversions and an increase in the cost following the assimilation of staff from the Capita contract insourcing. Further details are available in **Section 9**.

### **Non-Portfolio and Financing Budgets**

46. Within the Non-Portfolio budget, the County Council is benefiting from the high Bank of England **interest rates**, although, on 1<sup>st</sup> August, the Bank Rate reduced by 0.25% to 5.0%. The 2024/25 budget assumes interest income of £11.0m, however assuming investment rates stay at or around 5% for the foreseeable future, it is hoped that additional income can be generated in year. Further detail on investment rates will be available in Q2.
47. The **Capital Financing Repayment** budget is currently projecting a £0.5m overspend which is due to the calculation of the useful lives of the assets financed by borrowing in 2023/24. An assumption of 35 years (5.25% annuity) was agreed for budget setting purposes, which is consistent with the weighted average useful lives over the previous five years. However, it has since emerged that the weighted average for schemes financed by borrowing in 2023/24 was only 26 years as a number of high-value schemes have useful lives below the historic average. This has resulted in an additional charge of £0.5m in 2024/25. A detailed review is being conducted to ensure the 2025/26 budget is set on a more detailed calculation.
48. Forecasts from the district and borough councils in relation to the **2024/25 Business Rates and Collection Fund receipts** reveal an additional £0.980m when compared to the amount forecast in the budget. It is proposed that these funds are held in year to assist with the challenging financial position.
49. Within the County Council's overall budget for 2024/25, a **Contingency Budget** was allocated to assist with unplanned in-year pressures. The Contingency is separated into two elements:
  - **General Contingency – £13.3m**. Held to manage corporate risk.
  - **Social Care and Home to School Transport Pressures Contingency – £12m**. Held to manage the risks and uncertainties of social care.

50. Based on the latest pay award offered by the National Joint Council Employers, it is likely that around £2m from the Contingency Budget will be required to meet the current pay offer. However, as no agreement has yet been reached, this has been reported as a commitment, and reduces the available Contingency from £25.3m to £23.3m. In relation to other Local Government pay sectors, negotiations have started on the 2024 Soulbury award and the Fire and Rescue pay award for 2024/25 has been settled at 4% with effect from 1<sup>st</sup> July 2024.
51. It should be noted that at this early stage of the financial year, the County Council overspend of £22.8m could be mitigated through the use of the Contingency Budgets, however there are many financial risks emerging which require close monitoring.
52. In-year management and mitigations are being sought by services to reduce and where possible, contain pressures to reduce the overspend position.

### **Savings Update**

53. The 2024/25 savings target across all portfolios is £15.7m. In addition, there remains £10.7m of previous years which were re-profiled. Therefore, the **overall savings to be achieved in 2024/25 total £26.4m**.
54. To ensure that all savings are monitored with the same robustness and urgency, **Table 3** has amalgamated all the savings which require delivery.
55. Of the total £26.4m savings:
  - £12.0m (46%) - is judged as **delivered** or **on track** and has either been delivered as originally envisaged or through a different way,
  - £10.9m (41%) - is judged as **at risk** where further work is required to ensure the saving can be achieved. If not the projected overspend will increase, and
  - £3.5m (13%) - is judged as at **significant risk** with no expectation of delivery in-year. Red savings are reflected within the forecast outturn position.
56. The savings at greatest risk are within the Adult Services Portfolio where £3m of savings are no longer expected to be achieved and a further £5.5m are judged as 'At Risk'. Plans have been put in place to achieve the targets in full in future years, so their status should be seen as delayed rather than non-deliverable.
57. **Table 3** summarises the savings position by Portfolio. Details of each saving is included in the separate portfolio sections.

**Table 3 – Savings Summary**

	RED	AMBER	GREEN	BLUE	Total
Total Savings 2024/25	Significant Risk Not Delivered	At Risk	On Track Delivery In Year	Delivered On an On-Going Basis	
Adults Services	£3.000m	£5.526m	£0.054m	£0.859m	<b>£9.439m</b>
Children and Young People, Learning and Skills	£-	£4.037m	£4.800m	£-	<b>£8.837m</b>
Community Support, Fire and Rescue	£-	£0.150m	£0.250m	£0.175m	<b>£0.575m</b>
Environment and Climate Change	£0.090m	£0.769m	£1.250m	£-	<b>£2.109m</b>
Finance and Property	£-	£0.340m	£0.200m	£0.300m	<b>£0.840m</b>
Highways and Transport	£0.400m	£0.050m	£2.700m	£-	<b>£3.150m</b>
Leader	£-	£-	£-	£-	<b>£-</b>
Public Health and Wellbeing	£-	£-	£-	£-	<b>£-</b>
Support Services and Economic Development	£-	£-	£-	£1.480m	<b>£1.480m</b>
<b>TOTAL</b>	<b>£3.490m</b>	<b>£10.872m</b>	<b>£9.254m</b>	<b>£2.814m</b>	<b>£26.430m</b>

**Savings Key:**

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

**Revenue Grants**

58. Since the creation of the 2024/25 Budget, the County Council has been awarded a number of new revenue grants totalling £5.7m, for which there are associated spending plans and therefore have a net nil impact on the overall financial position. Details of these allocations are reported in **Appendix 3**.

**Capital Programme Summary**

59. The Capital Programme, approved by Council in February 2024, totalled £131.6m for 2024/25. During 2023/24, £0.9m, originally profiled to be spent in 2024/25, was accelerated into 2023/24, revising the capital programme down to £130.7m.
60. Profiled spend has since decreased by £1.6m, to give a forecast spend for 2024/25 of £129.1m. Although spend is broadly in-line with the capital budget, it should be noted that it is early in the year and the nature of capital spend means variations in year will be expected. **Table 4** provides further details of the main areas of capital investment this year.

**Table 4 – Listing of Main Capital Programme Projects by Portfolio**

Portfolio	Main Capital Programme Projects In 2024/25	2024/25 Projected Expenditure
Children and Young People, Learning and Skills	Children’s Homes SEND Programme Basic Need Programme Community School Capital Maintenance	£33.498m
Community Support, Fire and Rescue	Fleet Replacement Programme Fire and Rescue Equipment Block Programme	£2.884m
Environment and Climate Change	Asset Decarbonisation – Carbon Net Zero Energy Services – Solar PV and Battery Storage Property Maintenance – Carbon Net Zero	£12.478m
Finance and Property	Facilities Management - Structural Maintenance Broadbridge Heath Park Accessibility Audit	£8.124m
Highways and Transport	Highways Annual Works Programme A284 Lyminster Bypass A259 Bognor to Littlehampton Corridor Enhancement Bus Services Improvement Plan Electric Vehicle Chargepoints	£60.564m
Leader	Crawley Growth Programme Burgess Hill Growth Programme	£1.250m
Support Services and Economic Development	Capital Receipts Funding for Eligible Revenue Projects Investment in Technology - Block Business Rates Pilot – Gigabit Voucher Scheme	£10.300m
<b>Projected In-Year Capital Expenditure</b>		<b>£129.098m</b>

61. Details of each in-flight capital project are reported within individual portfolio sections; however, **Table 5** provides a summary of projects which are judged to have a 'Red' RAG performance status this quarter.

**Table 5 – Listing Capital Projects by Portfolio with a Red RAG Status**

Project Detail	Narrative	Performance RAG Status		
		Time	Quality	Cost
<b>Children and Young People, Learning and Skills Capital Projects</b>				
Extensions and Adaptations to Foster Carer Properties	The annual applications cycle is running three months behind schedule due to more time required to review submissions.	R	G	G
High Trees Children’s Home	Planning permission has been obtained for all these sites except for 40 Teasel Close. The works will be tendered together once all planning permissions have been granted.	R	G	A
18 and 40 Teasel Close		R	G	A
West Green Family Time Hub		R	G	A
Orchard House Children’s Home	Issues with the developer at the adjacent site and drainage issues have caused difficulties. Delays experienced following value engineering exercise which is taking place to reduce expenditure following additional costs incurred following structural, drainage, and foundation issues.	R	G	A


Project Detail	Narrative	Performance RAG Status		
		Time	Quality	Cost
Slinfold Permanent two-class extension (replacing life expired modulars) – S106	Value Engineering and Scoping Review has been completed with recommendations to be updated within the Full Business Case.	R	A	A
Warden Park – Special Support Centre	The County Council and Academy have agreed the Approved Scheme. Early indications are that additional budget will be required. A Change Control Request is to be submitted through Capital Governance. Works can only proceed if funding can be secured for the project.	R	G	R
Woodlands Meed College Construction of New SEN College	Sectional completion issued on 27 <sup>th</sup> June 2024, however there are still some outstanding works to complete including: amphitheatre railings, bollard placement, identified snagging items. Discussions and concerns continue to be discussed with the college and contractor.	R	A	G
<b>Finance and Property Capital Projects</b>				
Broadbridge Heath Park	Planning application has been submitted and validated. Lease agreements are being finalised.	R	G	A
<b>Highways and Transport Capital Projects</b>				
A29 Re-alignment, Arun, Phase 1	Cost pressure on project delivery. Options are being considered.	A	G	R
LED Streetlight Conversion	Legal discussions are ongoing with all partners involved in the PFI. Once these reach a conclusion, this scheme will progress.	A	G	R
<b>Support Services and Economic Development Capital Projects</b>				
Business Rates Pilot - Converged Fibre	The Supplier is undertaking remedial works under the original contract. This will not require additional funding but will require additional time. Funded from Business Rates Pool through the OpenDigital Programme. The remedial works have started on the Burgess Hill to Brighton section of the network.	R	R	G

62. The Capital Programme Budget Monitor, as at June, is reported in **Appendix 4**.

## Corporate Risk

63. The County Council's corporate risks are reviewed regularly to ensure risks are understood and appropriate mitigation takes place with the Corporate Risk Register reported to the Regulation, Audit and Accounts Committee. There are 14 risks in the Corporate Risk Register with four areas assessed as of high risk – Cyber Security, Financial Sustainability, Recruitment and Retention and Oracle Implementation.
64. Risks which have a direct impact on a specific portfolio are reported in the Portfolio Sections of this report, however **Table 6** summarises changes to the Corporate Risk Register since the last quarter.

**Table 6 – Corporate Risk Updates**

Risk No	Risk	Action	Reason	Previous Score	Current Score	
CR58	Failure of Social Care Provision	Risk severity reduced	Due to progress of mitigations and confidence in stability of providers.	15	12	

**Key:**

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

**Workforce**

66. **Appendix 6** reports that of the twelve workforce KPIs with a RAG status indicator, six are rated ‘Green – On Track’ and six are ‘Amber – At Risk’. This compares to last quarter’s data, where there were five Amber and seven Green status KPIs. Some of the changes in RAG status are the result of new indicators for 2024/25.

67. The two KPI’s which have changed from Green to Amber are:

- Percentage of Leadership Group positions filled by permanent employees.** The positions in scope for calculating this KPI are those at Senior Management Grade (SMG), or equivalent, who are on permanent contracts, plus those positions occupied by workers on non-permanent contracts (e.g. interim agency/contract workers) that are deemed to be equivalent to SMG level. In reviewing this KPI, it has been recognised that there are some challenges in identifying which of these non-permanent contract positions are equivalent to SMG grade and this provides the potential of inconsistent reporting. To remove this risk, a new method has been adopted for reporting. The new method uses the positions that are identified as part of the Council’s Leadership Group. This enables positions to be easily and consistently identified as being in scope for this KPI. With the adoption of this new method the title of the KPI has changed, replacing ‘senior management’ with ‘Leadership Group.’ Of the 27 positions that are currently members of this group, 24 are permanent contract positions so the KPI is 89%. The previous indicator for this KPI was 95%. With the size of the Leadership Group being circa half the size of the positions previously in scope (using the SMG method), to enable a more realistic RAG status to be assigned, the indicator has been reduced to 93%. To achieve the indicator level and a green RAG status requires 25 of the 27 positions to be permanently filled.
- Percentage positive response to the Pulse Survey question: **"I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to continuously improve"**. The figure for Q1 is 81% which is the same as Q4 as the last survey was undertaken in September 2023. However, the increase in the indicator from 80% last year to 82%, means this KPI now falls below the indicator and hence changes its

status to Amber. As mentioned in previous reports, the Pulse Survey is being refreshed and the next survey is planned for September 2024.

68. One KPI has changed from Amber to Green:

- Is the '**Number of new Apprentice starters since the start of the financial year (excluding Schools).**' This KPI was rated as Amber last quarter because the end-of-year figure of 92 was 21 below the indicator level of 113. In the first quarter of this new financial year, the number of apprentices is 38. This is a significantly greater number than in the same quarter last year where there were eight new apprentices. This increase is partly due to the number of applicants that were going through the enrolment process (19) at the end of the previous quarter. The benefits of apprenticeships continue to be promoted and new initiatives launched, including two the new management apprenticeships: Women in Leadership, and a Global Majority Management apprenticeship aimed at the BAME community, alongside the promotion of management apprenticeships through the Aspiring Leaders Programme. Additionally, the Career and Skills Task and Finish Group is working through its action plan of key deliverables on the matters requested by Members/Cabinet, including creating apprenticeship opportunities for Care Leavers.

69. Further details are available on these KPIs in **Appendix 6**.

## **Sections and Appendices**

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

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