

TOTAL PERFORMANCE MONITOR – OUTTURN 2018/19

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

Financial Summary

1. This section sets out the financial outturn for 2018/19. 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 outturn within this report is therefore provisional, although no material changes are anticipated.
2. The revenue spending for 2018/19 on portfolio budgets is £520.671m, an overspend of £5.397m. However, the overall overspend is mitigated by underspending of £2.119m on financing and non-portfolio budgets and results in an overall overspending position of £3.278m.
3. In recent weeks, the County Council received Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) inspection report which details improvements required within the Fire and Rescue Service. These recommendations will require additional funding; therefore £0.365m has been transferred from the 2018/19 contingency budget into the Fire Inspection Improvement Reserve.
4. The remaining contingency budget of £3.278m has been allocated towards the remaining portfolio overspend.
5. Table A below shows the outturn variation against each portfolio.

Portfolio	Budget	Outturn Spend	Outturn Variation	% Variation
Adults and Health	£196.574m	£196.732m	£0.158m	0.08%
Children and Young People	£96.583m	£100.551m	£3.968m	4.11%
Corporate Relations	£42.408m	£42.974m	£0.566m	1.33%
Education and Skills	£18.849m	£20.727m	£1.878m	9.96%
Environment	£63.821m	£62.265m	(£1.556m)	(2.44%)
Finance and Resources	£18.668m	£17.546m	(£1.122m)	(6.01%)
Highways and Infrastructure	£31.355m	£32.309m	£0.954m	3.04%
Leader (including Economy)	£10.204m	£9.762m	(£0.442m)	(4.33%)
Safer, Stronger Communities	£36.812m	£37.805m	£0.993m	2.70%
Portfolio Total	£515.274m	£520.671m	£5.397m	1.05%
Non-Portfolio Funding Available	Additional Section 31 Business Rates Grant (2017/18 Reconciliation Payment).		(£1.087m)	
	Part-utilisation of Additional Business Rates Levy Account Surplus.		(£0.897m)	
	Underspend on Capital Financing –MRP & Interest		(£0.132m)	
	Increase in New Homes Bonus Grant.		(£0.003m)	
Total Overspend			£3.278m	

Contingency Budget	Original Budget for 2018/19.	£3.610m
	Increase Budget – Pay Award Adjustment.	£0.033m
	Draw-down relating to carry forward request - Fire Improvements - HMICFRS Inspection Recommendation for 2019/20	(£0.365m)
	Draw-down to balance budget	(£3.278m)
	Budget Remaining for 2018/19	£0

DECISION REQUEST: The Cabinet Member for Finance and Resources will be asked to approve the draw-downs from the contingency budget as detailed in Table A above.

6. The table which describes the main variation changes between December and March is reported in Appendix 1. Details of the Summary of 2018/19 Pressures and Mitigations are reported in Appendix 2.
7. Although the outturn reports a balanced budget; this should not obscure the considerable pressures and risks within the year which without mitigating actions could have caused a significant overspend and the use of the Budget Management Reserve. A number of these overspending pressures and risks remain for 2019/20:
 - Adults Services used £1.2m of Improved Better Care Fund (iBCF) to offset overspending within Learning Disability Services and the delay in realisation of the Shaw contract savings. Had it not been for the availability of the Winter Pressure Grant that requirement would have risen to £1.5m. If sustainable plans are not implemented in 2019/20 to address both of these risks, this will become a recurring pressure;
 - As part of budget preparation for 2019/20, £6.5m of additional funding has been allocated into the Children and Young People Services portfolio to address the risks which led to the overspending in 2018/19. Despite that, the outcomes of the Ofsted inspection are certain to result in additional expenditure requirements and so will continue to make this a challenging budget;
 - Home to School Transport overspent by £2.731m of which only £2m has been mitigated in setting the 2019/20 budget;
 - Delay in the awarding of the Highways Term Maintenance Contract led to a £1.249m overspend and it is likely the pressure on the highways maintenance budget will continue until a new contract is awarded in 2020/21
8. Section 25 of the Local Government Act 2003 requires Chief Financial Officers to report to their authorities about the robustness of estimates and the adequacy of reserves when determining their budget and level of council tax. The Director of Finance, Performance and Procurement provided this assurance in the formal budget report in February 2019. Although the underlying outturn pressures have been mitigated (largely through one-off measures) in 2019/20, the ongoing position makes it prudent to revisit this assurance.

Statement by the Director of Finance, Performance and Procurement on the Robustness of Estimates, Adequacy of Reserves and Management of Risk:

In February 2019 I concluded: "I am comfortable as the County Council Chief Financial Officer that the authority is operating prudently and has strong financial resilience and that this is taken into account when preparing the 2019/20 budget and medium term service and financial plans." On balance, this remains the case. However, there are clear concerns arising from the 2018/19 outturn which may, as 2019/20 unfolds, require further remedial action beyond that currently planned. Portfolio budgets have overspent by almost £5.4m which suggests a significant ongoing pressure into the new financial year and beyond. This on-going pressure is set against a backdrop of continuing major uncertainties regarding the nature, timing and impact of future local government finance reforms. The outturn position reinforces the need for ongoing robust financial management, strict budgetary control and the ongoing monitoring of both savings and investment delivery plans, with processes in place to promote these. We have done this in previous years and I believe our processes are robust for this purpose going forward.

I have also taken account of the estimated sum held within the Budget Management Reserve, which provides a safety net against a number of critical assumptions around funding, the non- or late delivery of savings in 2019/20 and any legislative or accounting changes imposing new burdens. The use of the Budget Management Reserve provides a stable platform for our future service planning. The Budget Management Reserve avoids any late swings in the funding available to services by underwriting budget funding assumptions. Assumptions can therefore be made around funding at an earlier stage in the budget process, knowing this reserve can address any shortfall that develops late in the process.

On this basis I am able to reiterate the assurance I gave in February 2019, but with greater concern over the ability of services to constrain spending to within their approved estimates and a correspondingly greater level of risk that reserves will be required to deliver a balanced outturn for 2019/20

Katharine Eberhart, Section 151 Officer



BEST START IN LIFE

Portfolio	Net Budget (£m)	Outturn (£m)	Outturn Variation (£m)
Children and Young People	£96.583m	£100.551m	£3.968m
Education and Skills	£18.849m	£20.727m	£1.878m
Total - Best Start In Life	£115.432m	£121.278m	£5.846m

Children and Young People

9. The Children and Young People portfolio has overspent by £3.968m. The principal pressures on the Children and Young People portfolio budget in 2018/19 have been Children Looked After (CLA) placements, largely as a result of the temporary closure of Cissbury Lodge and Seaside residential homes; and on social care staffing, primarily due to the continued need for high levels of agency social workers, but also the

implementation of the additional support for social care which was endorsed by Cabinet Board in the summer.

10. These pressures have been partly mitigated through underspending in Integrated Prevention and Earliest Help (IPEH) due to vacant posts being held pending the IPEH service review due in 2019/20 and underspends in other preventative services such as Short Breaks, Child and Adolescent Mental Health Services (CAMHS) and Therapeutic Services.
11. In March, the average number of Children Looked After (excluding unaccompanied asylum seeking children) was 634, eight higher than February (626) and nine higher than the average number for the financial year (625). During March, the proportion of internal placements reduced to 55.9% from February's 56.7%, meaning that proportionally, more placements were purchased from the external market. The deterioration in use of our in-house provision is in line with the trend for the year, even when allowing for the closures of our own homes. Aligned with this second factor, March saw a relatively large increase in external residential placements. The average number of these placements between December and February was 54; however in March the average rose to 57. The third factor is that the unit costs for placements have continued to increase; the unit cost of external residential placements increased by £152 per week between February and March alone. This combined with the higher than average volume of external residential placements, is a major factor of the increasing budget pressure on this service.
12. The outlook for the Children's budget remains uncertain for 2019/20. Within the 2019/20 budget, an additional £5.5m has been added for investment in social care and £1m temporary funding has been allocated in recognition of the additional costs being incurred due to Cissbury Lodge and Seaside remaining closed whilst the review of residential services is carried out. However the high levels of agency staffing and external placements have the potential to adversely affect the budget. The outcome of the Ofsted inspection will add further pressures, including knock-on impacts on numbers of children looked after, despite an outline funding plan already being in place as the table below shows:

	2019/20	2020/21
Full year effect of 2018/19 overspending pressures	£6.5m	£5.5m
Additional funding allocated in budget preparation	(£6.5m)	(£5.5m)
Net Impact	Nil	Nil
Initial estimate of potential Ofsted expenditure requirements	£5.0m	£5.0m
One-off funding available from the Social Care Support Grant	(£5.0m)	
Estimate of pressure to be addressed through the Medium Term Financial Strategy		(£5.0m)

Education and Skills

13. The Education and Skills portfolio ended the year with an overspending of £1.878m. The main financial pressure within the portfolio continues to be the Special Education Needs and Disability (SEND) Home to School Transport service, which overspent by

£2.731m due to increased complexities, demand and costs experienced since the start of the 2017/18 academic year.

14. In January 2019 Littlegreen special school converted to academy status with a deficit balance of £0.254m. Since this conversion was by means of an Academy Order applied for by the Governing Body of the school, this deficit was not taken on by the Academy Trust, but was left as a charge to the County Council.
15. These overspendings were partially offset by an underspending of £0.125m within Post-16 Provision due to staff vacancies within the Careers Service and the receipt of ESIF grant income, £0.055m on IT licences and development projects and £0.103m due to reduced expenditure on catering equipment within the Universal Free School Meals contract.
16. Further mitigation was taken through a drawdown of £0.539m from reserves of one-off Education Service Grant received in 2016/17 and an in-year surplus of £0.285m on the Schools Sickness and Maternity Insurance Scheme.

Dedicated Schools Grant

17. The Dedicated Schools Grant (DSG) initial allocation in 2018/19 totalled £580.4m and was made up of four separate funding blocks: Schools (£445.6m), High Needs (£77.5m), Central School Services (£8.7m) and Early Years (£48.6m).
18. Apart from £3.8m which was held to fund pupil growth in September 2018 and £2.2m which was transferred to the High Needs block, the remaining Schools block funding was delegated to schools. The year-end position on school balances is set out in Appendix 4.
19. The final position on the DSG in 2018/19 was an underspend of £2.805m:
 - Schools block [£0.653m underspend] - due to lower than expected expenditure on school rates and de-delegated services (£0.113m) and pupil growth in September 2018 (£0.540m);
 - High Needs block - [£0.207m underspend] - £0.674m overspending on High Needs placements offset by an underspending of £0.881m due to staff vacancies, reduced recharges for building maintenance and local government pension scheme top ups, and additional income through fixed penalty notices;
 - Central School Services block [£0.372m underspend] - due to staff vacancies within Education directorate;
 - Early Years block [£0.641m underspend] - Underspending of £0.141m on payments to early year providers and a further £0.5m saving on a centrally retained contingency that was not required this year;
 - In year funding from DSG Reserves [£0.931m underspend] - due to delayed brokerage of school to school support through the Area Inclusion and Improvement Boards (£0.683m) and reduced claims against the Schools in Financial Difficulty budget (£0.248m).
20. The High Needs budget only underspent by £0.207m due to the final budget being £4.8m higher than our original High Needs DSG allocation for 2018/19. This was due to a £2.2m transfer from the Schools block, a £0.760m transfer from DSG reserves

and an additional DSG allocation from central government of £1.845m in December 2018.

21. As a result of the £2.805m underspending in 2018/19, the balance on the Dedicated Schools Grant reserves as at 31st March 2019 is £6.245m:

Dedicated Schools Grant	Early years DSG Reserve	Schools DSG Reserve	General DSG Reserve	Total DSG Reserves
2018/19 Opening Balance	£0.500m	£0m	£4.989m	£5.489m
2017/18 Early Years repayment			(£0.536m)	(£0.536m)
2018/19 Transfer to High Needs			(£0.760m)	(£0.760m)
2018/19 Area Inclusion and Improvement Board in-year funding			(£0.763m)	(£0.763m)
2018/19 Outturn underspending		£0.653m	£2.152m	£2.805m
2018/19 Closing balance	£0.500m	£0.653m	£5.092m	£6.245m
2019/20 Transfer to High Needs	£0m	£0m	(£2.400m)	(£2.400m)
2019/20 Balance	£0.500m	£0.653m	£2.692m	£3.845m

22. A small Task and Finish Group is being established to consider options to be consulted on regarding the best use of the £0.5m in the Early Years DSG reserve. These monies will need to be passed on to providers in order to meet the pass-through requirements set out in the DSG operational guidance.
23. The £0.653m balance on the Schools DSG reserve is to be used as a contingency to fund any potential growth fund commitments in September 2019 that cannot be funded from within the reduced 2019/20 Growth Fund allocation of £2.7m.
24. After taking account of an agreed £2.4m transfer to the High Needs block in 2019/20, the uncommitted balance left on the General DSG reserve is £2.692m, which is equivalent to 0.45% of the total DSG allocation for 2019/20.



A PROSPEROUS PLACE

Portfolio	Net Budget (£m)	Outturn (£m)	Outturn Variation (£m)
Corporate Relations	£0.491m	£0.491m	£0m
Environment	£0.745m	(£0.106m)	(£0.851m)
Highways and Infrastructure	£31.355m	£32.309m	£0.954m
Leader	£1.289m	£0.935m	(£0.354m)
Total - A Prosperous Place	£33.880m	£33.629m	(£0.251m)

Environment

25. Planning Services underspent by £0.851m in 2018/19. This reflects a buoyant year of income generation from planning fee income provided and highways agreement fees

charged to developers in connection with the alteration of existing roads and adoption of new roads.

Highways and Infrastructure

26. The Highways and Infrastructure Portfolio has overspent by £0.954m in 2018/19. The major pressure on the budget during the year has been the delay in the award of the new highways term maintenance contract with an overspending of £1.249m. £1.106m relates to the non-delivery of the expected contract saving and £0.143m relates to additional pressures across a number of areas including signage and line markings, drainage, tree works and road safety, which were partly offset by reduced winter maintenance costs following the mild winter weather conditions. It is likely that this pressure on the highways maintenance budget will continue until a new contract is awarded in 2020/21.
27. Elsewhere within the portfolio, the outturn for staffing and income budgets is an underspending of £0.254m and staff savings within the management team of £0.075m. The street lighting PFI outturn is an overspending of £0.261m, which relates to inflationary pressures of £0.161m and £0.1m of delayed LED conversion savings.
28. The final 2018/19 forecast for the National Concessionary Fares Scheme received from our consultant projects 9.43m journeys with an associated operator reimbursement cost of £11.1m (actual outturn journey numbers and reimbursement cost will be confirmed in early 2019/20). Other scheme costs including alternative rail travel, issuing new and renewal passes, processing journey data and dealing with customer enquiries were slightly higher than projected, however the overall underspend totalled £0.478m.
29. Within the Transport Bureau, which provides vehicle and driver services to Adult Social Care and Home to School Transport, the outturn overspending of £0.265m is £0.065m higher than previously projected. The pressure relates to a number of factors including the impact of increasing staff costs linked to the national living wage and increased fuel prices. Work is underway to review internal charges for 2019/20. This increase was offset by the reduction in the projected pool car fleet overspend which finished the year at £0.129m overspent, £0.071m less than projected.

Leader

30. Economic Development has underspent by £0.354m this year. This is due to the reduction in the cost of holding the Horsham Enterprise Park following the cessation of rates payments, and the delays to the Horsham Enterprise Park and Bognor Regis Digital Hub projects. It has taken longer than anticipated to secure outline planning permission at Horsham and delays to the finalisation of the lease arrangements with Govia Thameslink Railway (GTR) and Network Rail at Bognor Regis have had a knock-on impact of delaying expenditure on the next stage of the digital hub project.

Portfolio	Net Budget (£m)	Outturn (£m)	Outturn Variation (£m)
Adults and Health	£1.050m	£1.273m	£0.223m
Environment	£63.076m	£62.371m	(£0.705m)
Safer, Stronger Communities	£36.812m	£37.805m	£0.993m
Total – A Strong, Safe and Sustainable Place	£100.938m	£101.449m	£0.511m

Adults and Health

31. The Coroners Service is reporting a £0.223m overspend in 2018/19. The service has been under pressure due to the volume and complexity of required post mortems; this has resulted in the instruction of additional medical expert tests which has added additional costs. Also, long inquests and the requirement for an Assistant Coroner to be engaged to cover the West Sussex Coroner have also added additional cost to the service in year.

Environment

32. Collectively, the Waste, Energy, Sustainability and Countryside services have underspent by £0.705m in 2018/19. The waste tonnage data received relating to the end of March indicates that tonnages received during the last quarter of the year were less than anticipated. This is largely due to additional day closures at household waste recycling sites (HWRS), the implementation of the trade waste permit scheme, the cessation of Chichester District Council accessing our commercial disposal service prior to April 2019. It is also possible that the later Easter holidays may have contributed to the reduction in tonnages received in March.
33. Although the reduction in tonnages has helped towards the underspend, it is worth noting that this favourable position has only been made possible by drawing down the £0.5m Waste Volatility Fund Reserve to fund the delayed tonnages from 2017/18 and to agree a £0.474m payment from our waste contractor relating to the change in hours at household waste recycling sites.
34. The new Westhampnett solar farm exported its first renewable electricity to the grid in October and has started to generate income. Unfortunately, the solar farm was intended to be generating energy from April, however issues with the cable connecting the installation to the grid led to a later start than originally envisaged. Although the loss in income is partly mitigated by the Tangmere solar farm performing above forecast, the overall Energy and Sustainability Service have finished the year with a £0.103m overspend.

Safer, Stronger Communities

35. The Safer, Stronger Communities portfolio had many challenges in 2018/19 and completed the year reporting an overspend of £0.993m. The Library and Archive service overspent on staffing after failing to meet its vacancy target and did not

achieve its income target which resulted in a net overspend of £0.094m. It has become more challenging to deliver the same income levels alongside other changes the service has made. Although efforts have been made to substitute income streams, these areas can be volatile and are often at the mercy of trends and technological developments. Similarly, efforts made to notify book borrowers of books that are approaching the end of their borrowing period have reduced the fine collections.

36. Although the Registration service achieved an increased income target in 2018/19, the cost associated with the ability of achieving the income (primarily the cost of registrars' time and their associated expenses) were higher than that set in the budget, leading the service to overspend by £0.077m. In addition, £0.175m anticipated saving connected with the highways hub customer interface and additional sponsorship opportunities was not achieved this year.
37. Earlier in the year, West Sussex made a decision to give 18 months' notice on our partnership arrangement with East Sussex Fire and Rescue Service while a review of our future call mobilising arrangements takes place. Whilst we implement the preferred option for delivering mobilising arrangements on a long-term basis, we have continued to with the current arrangement of dual running systems. The decision has incurred additional costs which totalled £0.267m in this financial year; this cost included the non-delivery of the £0.111m saving associated with the project.



INDEPENDENCE FOR LATER LIFE

Portfolio	Net Budget (£m)	Outturn (£m)	Outturn Variation (£m)
Adults and Health *	£195.524m	£195.459m	(£0.065m)
Total – Independence For Later Life	£195.524m	£195.459m	(£0.065m)

* Budget includes Physical and Sensory Impairment, Learning Disability and Working Age Mental Health cohorts which are under 65 years of age.

Adults and Health

38. The Adult and Health services reported within Independence for Later Life theme has delivered a £0.065m underspend this financial year. This has arisen as a result of the Improved Better Care Fund (iBCF) mitigating pressures within:
- Learning Disabilities [£0.8m], where there was limited progress in delivering a recovery plan to manage the implications of the underlying £1m overspend carried forward from 2017/18;
 - Shaw contract [£0.5m], where there have been delays in agreeing the contract variation which originally had been expected to take effect from October.
39. Use of the iBCF in this way is entirely consistent with the grant condition around meeting adult social care needs and averted the requirement for more drastic actions to be considered. At the same time, the late announcement of the Winter Pressures Grant of £3.3m meant that there was insufficient time and capacity within the local provider market to deliver in full the plan that the County Council had agreed with partners. This created some additional scope to manage pressures, including the

impact of a relatively mild winter in which seasonal influenza did not have its usual effect on the elderly population. Despite the draw-down, the outcome is that £1.2m of iBCF will carry forward into 2019/20 as uncommitted funding, where it will create a further source of opportunity for investing in the recently agreed Adult Social Care Vision and Strategy and its ambition to make the service more financially sustainable.

40. Although numbers of older people continued to fall relative to population when the year is viewed as a whole, particularly in residential care, the mild winter will lead to a larger customer group moving into 2019/20 than expected. Whilst this will add to the management challenge, plans continue to be developed to ensure that the factors which lead to the overspendings in Learning Disabilities and the Shaw contract will not become recurring pressures. The success of those actions will be critical in determining the extent to which the Adults Services budget will remain demanding in 2019/20.

Public Health Grant

41. In 2018/19. The Public Health Grant (PHG) delivered a balanced budget. The £34m budget is spent mainly on contracts which are delivered through third parties. Expenditure is activity-related and in some areas, notably sexual health, volumes were lower than had been budgeted. This resulted in underspending of £0.301m, which was applied to help fund the cost of central overheads incurred by the County Council in connection with the service. Thus there was no variation in the Public Health budget.



Portfolio	Net Budget (£m)	Outturn (£m)	Outturn Variation (£m)
Corporate Relations	£41.917m	£42.483m	£0.566m
Finance and Resources	£18.668m	£17.546m	(£1.122m)
Leader	£8.915m	£8.827m	(£0.088m)
Total – A Council that Works for the Community	£69.500m	£68.856m	(£0.644m)

Corporate Relations

42. Services within the Corporate Relations portfolio overspent by £0.566m in 2018/19. The Human Resources and Organisational Change team restructure at the beginning of the year resulted in a £0.301m overspend. This was due to one-off costs associated with the transitioning from the old structure to the new. In addition, a £0.2m saving relating to business travel was not achieved in year.
43. Facilities Management overspent by £0.455m in year. This was due to costs associated with reactive maintenance and cleaning across the corporate estate. Management action was taken to limit maintenance to safety critical items and essential works in customer facing services which enabled the overspend to be held at this value.

44. Legal and Democratic Services overspent by £0.145m due to an increase in staffing costs and external legal expertise commissioned in year. These pressures have been partly mitigated following Commercial Services' underspend of £0.212m as a result of a rebate from our IT contractor on the cost of actual licences purchased on behalf of the County Council. In addition, the Corporate Relations portfolio received £0.301m of income from the Public Health Grant (PHG) towards the cost of overheads for the services it delivers.

Finance and Resources

45. The portfolio has underspent by £1.122m this financial year. The majority of this underspend relates to the Capital and Infrastructure service which underspent on a number of projects and a reduction to legal and tenancy dispute costs within Estates and Valuations (£0.300m). Other areas of underspending within Capital and Infrastructure includes early savings of £0.340m following the acquisition of investment properties in Hove (2, City Park) and Crawley (Churchill Court), an underspending of £0.200m due to staff vacancies following a service redesign, one off historical rates rebates of £0.109m and a small underspending of £0.030m on the "Dual Use" shared education and sports facilities budget.
46. The position also includes underspending on the District and Borough Hardship Fund of £0.167m and the early realisation of savings following the re-financing of the Street Lighting PFI contract of £0.060m.

Leader

47. The Policy and Communications, Chief Executive and Transformation services have underspent by £0.088m this financial year. The primary reason for the underspend relates to staffing vacancies within the Communications Team.

Non-Portfolio Budgets

48. There is an outturn underspending within the contingency budget of £3.278m. The movements during the year involved an additional £0.033m being added to the original contingency allocation due to an inflation saving following the 2018/19 staffing pay award announcement and a draw-down of £0.365m which has been transferred to the Fire Inspection Improvement Reserve following a recent Fire Service inspection report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) which details fire improvement recommendations to enact in the 2019/20 financial year. In addition, the remaining contingency funding has been required in full to be allocated towards the portfolio overspending in 2018/19.
49. The underspending for non-portfolio budgets totalled £2.119m. This was largely due to additional funding allocations announced by the Government in year. £1.087m was received relating to the additional Section 31 Business Rates Grant from 2017/18 and an additional £1.197m in relation to a share of the national surplus of the Business Rates Levy Account was received; however, of this allocation, £0.3m was earmarked within the 2019/20 budget and the remaining £0.897m is within the non-portfolio underspend balance. In addition Capital Financing underspent by £0.132m and the New Homes Bonus Grant was £0.003m higher than originally anticipated.

Carry Forward Requests

50. A small number of carry-forward requests totalling £0.585m have been actioned as part of the closure of the accounts.

Portfolio	Carry Forward Request	Amount
Children and Young People	Committed Controlling Migration Fund grant	£59,200
Corporate Relations	In year underspending on IT service credits is required on committed spend within 2019/20	£146,000
Environment	Local Authority Parks Improvement Funding – late grant notification	£14,865
Contingency	Fire Inspection Improvement reserve required in 2019/20 following recent review and recommendations	£365,000
Total Carry Forward Request		£585,065

Balances and Reserves

51. As at the end of March 2019, and assuming all recommendations within this report are approved, the County Council's reserves will be £228.3m as detailed in Appendix 3b. This is an increase of £21m from £207.3m at 1st April 2018 of which £31m relates to unapplied capital grants offset by a reduction of £10.1m in earmarked reserves. Full details of the movements during 2018/19 are set out in the reserves table detailed in Appendix 3b.
52. The majority of the reserves (£163.3m) are 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 or Waste Management PFI Reserve).
53. 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 for the future. This will enable us to smooth out unexpected funding shortfalls and therefore minimising any impact on services enabling them to plan effectively against their allocated budgets.

Savings Programme

54. In 2018/19, £16.9m (91%) of the original £18.7m savings target set across the portfolio budgets was achieved as originally envisaged or has been delivered by other means or mitigated within the service.
55. This led to £1.8m (9%) of under delivered savings in year which have been reported as part of the portfolio overspending position.

Capital Programme

56. The original capital programme approved at the December 2017 County Council agreed a programme totalling £136.0m for 2018/19. The overall capital monitor, as

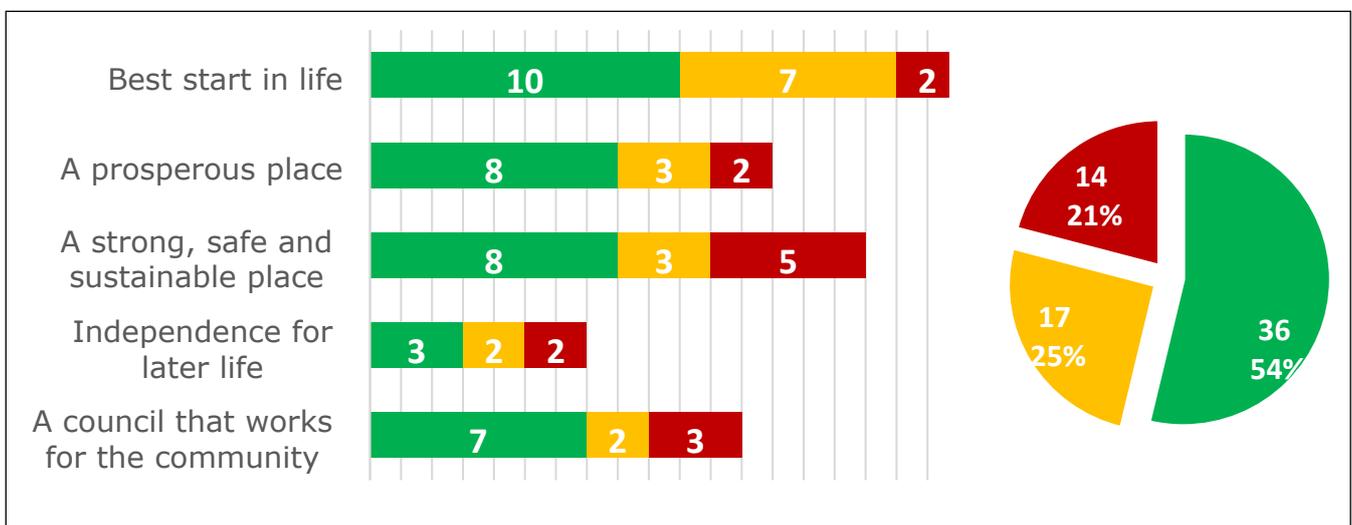
set out in Appendix 5, shows the spending for 2018/19 totalling £113.9m, with £71.3m on Core Services and £42.6m on Income Generating Initiatives.

THE WEST SUSSEX PLAN

Quarter 4 and year-end Performance Report

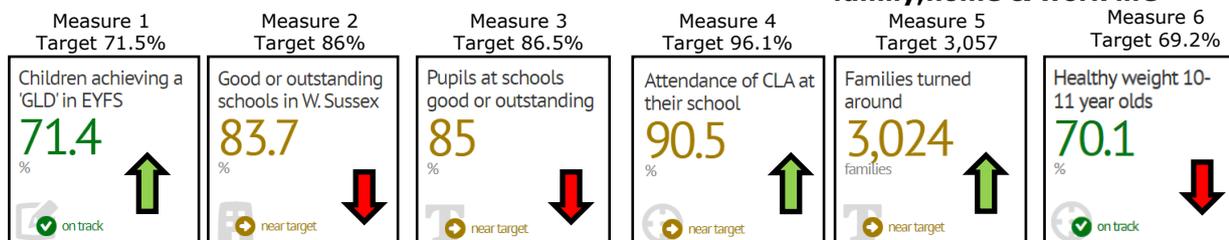
This report provides the latest position against the West Sussex Plan (2017-22) and includes achievements and challenges. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail. A detailed explanation of the performance targets not met in year is reported in Appendix 7. The appendix details the challenges experienced during the year along with the work undertaken to improve the measures going forward.

Year end summary



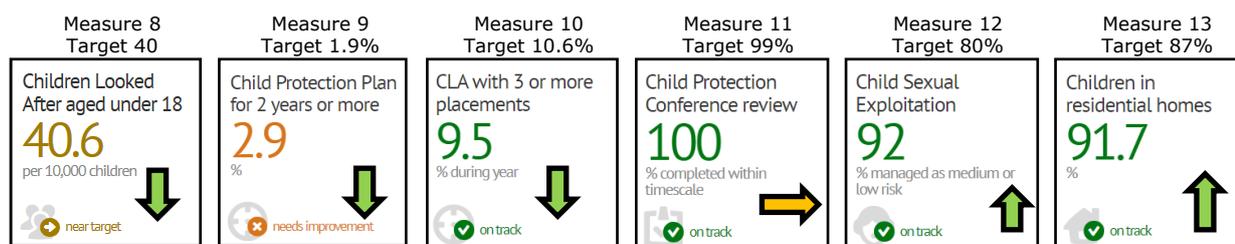
BEST START IN LIFE

All Children & Young people are ready for school and work



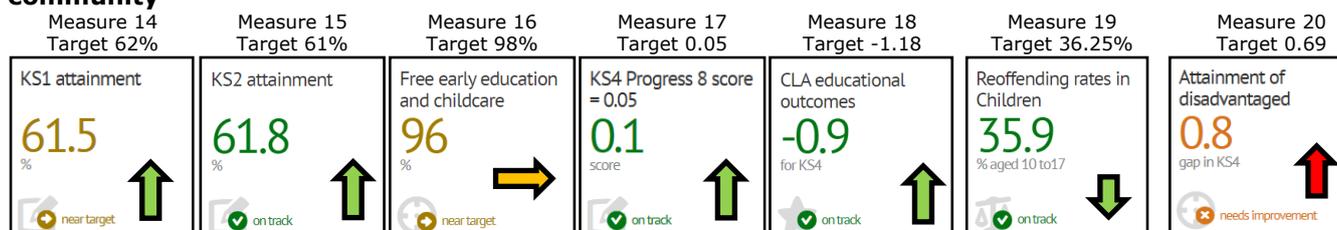
Families & children have a healthy family, home & work life

Children and Young people feel safe and secure



Access to education that meets the needs of our community

Children and young people are able to thrive



Achievements - TARGETS MET

57. **(1) Children achieving a 'Good Level of Development' in Early Years Foundation Stage** In 2018 West Sussex pupil performance in Early Years continue to improve. 71.4% of children have achieved a good level of development and show they are ready for school, compared to 70.6% last year. We also met our 2018-19 target of 71.5%, although we rank 75th out of 150 local authorities (97th in 2016) and are in the third quartile.
58. **(6) Healthy weight 10-11 year olds** - Although a slight reduction from previous year (70.3%) to 70.1%, we remain in the top quartile and have exceeded our 2018-19 target. This compares to the SE average of 67.8% and England average of 64.3%. Healthy initiatives continue with success, for example the Change4Life summer campaign 'Train like a Jedi'. At the most recent Public Health England (PHE) Conference in Warwick, West Sussex County Council's Public Health team was crowned National Award Winners for the West Sussex Sugar Smart Dental Toolkit; this was one of only four projects recognised out of 300.
59. **(10) Children Looked After with 3 or more placements during the year** - For the first seven months of this year the percentage of children with three placements was higher than our target, however there have been improvements and in the last three months we have met our target of 10.6%. Year-end performance is 9.5% and we are currently better than the national average and our statistical neighbours. This is positive for our children looked after in improving their stability in placement. Work continues to support our children looked after and our placements service to maintain and improve on this stability.
60. **(11) Child Protection Conferences completed within timescale** - Now that the team is up to establishment, performance against this measure remains good and 100% of Review Child Protection Conferences were held within timescales in March, and the last 4 months. We continue to ensure that that these reviews can only be held outside timescales in exceptional circumstances, with the approval of a senior manager who will have reviewed the case. By continuing with this approach we expect to continue to perform well.

61. **(12) Child Sexual Exploitation, cases managed at medium or low levels of risk**– We have continued to exceed our target of 80% all year. The latest available results (Feb 2019) shows performance at 92%. Missing Exploitation Operations Group (MEOG) continue to review the level of risk agreed, safety plans and interventions in place.
62. **(13) West Sussex children placed in residential homes rated good or outstanding** – We are currently achieving 91.7% against a target of 87% and is also exceeding the long term target. This demonstrates that providers are continuing to improve their services, with the support of West Sussex, who are actively engaged in the monitoring of these services. There are no children placed by West Sussex which is rated as 'inadequate'.
63. **(15) Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths** - The proportion of pupil's attainment at KS2 continues to rise to 61.8% compared to 55% last year and we have exceeded our 2018-19 target of 61%. However, West Sussex remain in the third quartile nationally, with national averages increasing to 64.8% and SE average increasing to 65.8%, although our rate of improvement is much greater than that achieved nationally. Reading attainment is above national average and in the second quartile.
64. **(17) Key Stage 4 Progress 8 score** - Although the KS4 Progress 8 County results of 0.05 show a rapid decline from 0.10 in 2016 and 0.03 in 2017, there has been a small increase in 2018 and we have achieved the 2018-19 target (to be in the second quartile). The County remains above the national average of -0.03 and we remain on track to achieve our 2022 target to be in the top quartile.
65. **(18) Children Looked After achieving educational outcomes in line with their peers** - **KS4** - 2018 provisional results show West Sussex has improved to -0.91 and exceeds the target of -1.18. This is better than both National and South East in terms of Progress 8 measures, which have remained relatively similar, compared to last year. It is worth noting that, on average, this cohort is no more than 40 children and each child makes a significant difference to the overall scores which can fluctuate significantly year on year. The Virtual School works closely with all schools and education providers to create bespoke packages of support in order to further enhance the educational outcomes of all our children.
66. **KS1** – This is a very small cohort (10 in 2018) and results will vary from year to year. West Sussex's provisional result has decreased to 10% from 33.3% in 2017 and 16.7% in 2016. National average has increased to 37% (cohort of 1,700), South East to 34% (cohort 200).
67. **KS2** - For 2018, provisional results show that West Sussex (cohort of 16) has improved to 31.3% compared to 13.6% in 2017 and 23.1% in 2016 and is on track to be in line with national average of 35% (South East average is 33%).
68. **(19) Reducing reoffending rates for 10 to 17 year olds who are already involved in the youth justice** - Between Q3 to Q4 there has been a reduction in reoffending percentage from 36.9% to 35.9% against a target of 36.25%, and a significant reduction in the reoffending rate from 4.21 to 3.11. The latest local tracker data, which provides a more current and accurate measure, indicates the reoffending percentage for West Sussex is 24.3% and the rate of reoffending is 3.02. This

suggests that West Sussex Youth Offending Service is on track to reach the proposed target in March 2022.

69. A new service model was developed to address reoffending rates by identifying those children most likely to offend and deliver more effective interventions. Central to the model is the development of trauma informed practice, which is recognised nationally as being effective at reducing reoffending in children with the most complex and challenging behaviours. Specialist attachment and trauma training is being delivered to staff through 2019 to enhance and embed this practice. Alongside this is the development of a contextual safeguarding approach, as well as further developing the use of restorative justice and enhancing our strength based desistance practice.

Challenges – NEAR TARGET

70. **(2) Proportion of West Sussex schools that are judged good or outstanding by Ofsted** - The total has decreased slightly to 83.7%, against a year-end target of 86% and we remain in the third quartile. The latest Ofsted Annual Report released in December 2018, shows a national average of 86%. The new School Effectiveness Strategy has enhanced the robustness of preparing school leadership to withstand external scrutiny. This includes strengthening those schools that are only just good.
71. **(3) Proportion of pupils attending West Sussex schools that are judged good or outstanding by Ofsted** – The total has decreased to 85%, against a year-end target of 86.5%. This figure is slightly higher than the 2017/18 academic year and is at its highest rate in the last two years. These recent increases is symptomatic of improved KS2 and KS1 results and a more rigorous approach to school improvement and preparing schools for inspection taken in the new School Effectiveness Strategy.
72. **(4) Attendance of West Sussex Children Looked After at their school** – Year end results shows attendance at 90.5% against a year-end target of 96.1%, and an overall annual average of 91%. There are a wide range of factors that impact on school attendance, e.g. changes in care placement, and the Virtual School works with all stakeholders in order to mitigate any negative effects. The Virtual School will continue to work with schools and other partner agencies to improve the attendance of Children Looked After through timely interventions and bespoke educational packages to support the needs of our young people.
73. **(5) Families turned around** – Up to 31st March 2019 the authority has claimed a total of 3,024 successes, against an indicative milestone target of 3,057, it is however in line with performance expectations and West Sussex is well placed to achieve its overall March 2020 target of 3,940 families turned around against national criteria. The formation of the Integrated Prevention & Earliest Help service (IPEH) in Children & Family Services from April 2017 has made a significant contribution to this process, through integrating a range of professional disciplines, including our many partners, in a more effective way to support vulnerable families. Behind the figures lie tangible and sustainable improvements in quality of life for vulnerable families across a range of factors, and these in turn have positive impacts across society.
74. **(8) West Sussex Children Looked After per 10,000** – The rate of Children Looked After has slightly increased to 40.6 per 10,000, and is slightly higher than our year-end target of 40 per 10,000. Our statistical neighbour rate at the end of 2017/18 was 51 per 10,000 children so we have continued to remain under this with slight

fluctuations. We continue to support children and families to ensure that children remain in their families and network as long as it is safe to do so. We also continue to use both our Gateway panel and CLAM panel for decision making.

75. **(14) Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths** - The proportion of pupil attainment at KS1 continues to rise and this year's results are 61.5% compared to 56.2% last year, against a target of 62%. However the national average is now 65.3% and SE average is 66.9%, as a result we remain in the third quartile nationally although the rate of improvement is much greater than that achieved nationally (5.3% for West Sussex, 1.6% nationally). All the Education activity is described in https://www.westsussex.gov.uk/media/12058/school_effectiveness_strategy_2018-2022.pdf
76. **(16) Free early education and child care** – For 3 and 4 year olds, the latest result is 96% against a year-end target of 98%. West Sussex scores in the third quartile against statistical neighbours but continues to be above the national average of 94%. However our take up of 4 year olds alone is high at 98% whereas our 3 year old take up is 93%. Reasons for variations in the take up include employment; family based child-care, unfunded provision and out-of-county employment and childcare.
77. For 2 year olds we achieved 82% and exceeded our annual target of 80% and we are only 2% off the 2022 target of 84%. We are currently in the second quartile and above national and statistical neighbour averages. All the education activity is described in the link below

https://www.westsussex.gov.uk/media/12058/school_effectiveness_strategy_2018-2022.pdf

Challenges – TARGETS NOT MET

78. **(9) West Sussex children subject to Child Protection Plan for 2 years or more** – Year end results show 2.9% of children are subject to a CPP for 2 years or more, against a year-end target of 1.9% This relates to 12 children all of whom have the oversight of the court or are being progressed within the pre proceedings framework to determine safe permanent care arrangements. This has begun to show a downwards trajectory since February 2019 when 19 children were on a CP plan for more than two years. The percentages over the year have fallen below or on target of 1.9% on four separate occasions. This percentage is impacted on the common denominator relating to the overall numbers of children on a CP plan which fluctuates up and down.
79. This cohort continues to be scrutinised at the Group Manager management meeting within Family Support and Protection on a monthly basis and any child not subject to care proceedings or Public Law Outline (PLO) will be considered at the weekly gateway meetings. This now includes children subject to a CP plan for 16 months post the third Review Child Protection Conference to ensure a focus on pace with child protection planning. Reducing drift and delay is a key element of our draft Children First Improvement Plan, and progress will improve on completion of full recruitment to posts and focus from our new improvement team to support this area.
80. **(20) Attainment of disadvantaged pupils is in line with their peers** - This measure aims to minimise the attainment gap between disadvantaged pupils and their

peers. West Sussex disadvantaged pupils are still not performing as well as disadvantaged pupils nationally.

- **KS1** is improving and closing the gap to other pupils than achieved nationally. The gap has decreased from 22.2% to 20.2% and has met the 2018-19 target of 21% or less.
- **KS2** the gap increased slightly from 23% to 23.4% against a target of 22% or less.
- **KS4** the gap increased from 0.75 to 0.79 against a year-end target to achieve 0.69 or less.

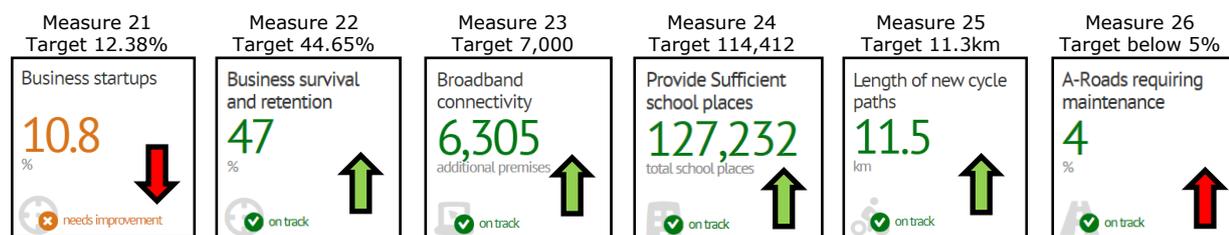
81. The county strategy on developing more inclusive practice in schools through the index for inclusion work and the SEND projects is now being expanded through area inclusion and improvement board brokering and monitoring school-to-school support. All the Education activity is described in the link below.

https://www.westsussex.gov.uk/media/12058/school_effectiveness_strategy_2018-2022.pdf



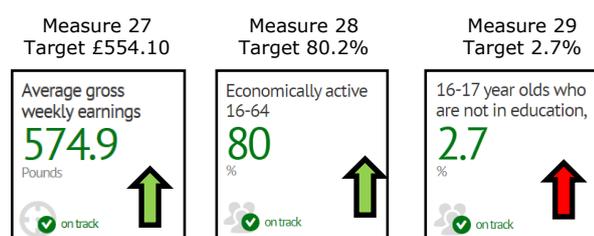
A PROSPEROUS PLACE

A Place where businesses thrive



Infrastructure that supports a successful economy

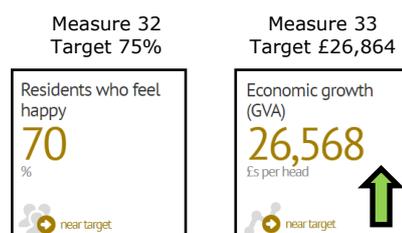
A Place that provides opportunity for all



A skilled workforce for West Sussex



A great place to live, work and visit



Achievements - TARGETS MET

82. **(22) Business survival and retention (5 yr. survival rate)** - The latest data released in November 2018 relates to 2017. The 5 year survival rate for those businesses started in 2012 has increased slightly from 46.6% to 47%. This is higher than the England average (43.1%) and the South East region average (44.8%). Horsham has the highest 5-year survival rate at 49.3%, and is the third highest amongst local authorities in the South East region, whereas Crawley has the lowest survival rate at 42.5%. We are in the top quartile for statistical neighbours, exceeding our 2018-19 target.
83. **(23) Access to superfast fibre broadband** - The Better Connected project has delivered access to "superfast" fibre broadband to an additional 6,305 premises. West Sussex County Council has extended the time for BT to complete their rollout and as a result the delivery of the project will finish by the end of June 2019 and we are expecting BT to deliver an additional 1,000 premises on top of the 7,000 they are currently engineering to complete. Data and commentary for Q4 will become available in June 2019.
84. **(24) Additional school places delivered (sufficiency of school places)** - West Sussex County Council had 127,323 school places available as of October 2018. This was an increase from 126,143 places in October 2017 and is the result of expansion projects to provide additional accommodation in existing schools to cater for an increase in demand in the urban areas of the County. Based on the house building trajectories provided by the District & Boroughs, by October 2022 the County Council is anticipating 121,197 pupils needing school places across West Sussex. However, this will not necessarily lead to a reduction in the number of surplus places, as many of these housing developments are in areas of the County where spare capacity within existing schools is limited.
85. **(25) Total length of new cycle path** - There has been 5.9km cycle paths installed during 2018-19, against a target of 5.5km, providing an additional 11.5km since 2017.
86. **(26) Road conditions - Percentage of A roads considered poor and likely to require planned maintenance** - The results of the 2018 condition survey of the Principal A-Road network shows 4% of our A-Roads are considered poor and requiring maintenance, compared to 3% for the previous period. This is still below our maximum target to remain below 5%. The continued monitoring of the A-Road condition will inform future maintenance funding investment decisions.
87. **(27) Average gross weekly earnings for full time workers resident in West Sussex** - West Sussex's average weekly earnings has increased from £554.10 to £574.9 in 2018. This is the same as the national average, and 7% lower than the regional average. West Sussex continues to be within the top quartile compared with its statistical neighbours in terms of resident earnings. Hampshire has the highest level earnings (£632.20) compared with the Devon, the lowest (£496). When compared with South East upper tier/unitary authority counterparts West Sussex lies 15th out of the 19 authorities. West Sussex has one of the highest percentage increases in earnings over the year in the South East at 4.2%, higher than the regional (2.8%) and national average (3.3%).

88. **(28) Economically active 16-64 year olds who are employed** – The latest data is for year ending September 2018. This data shows that West Sussex continues to have higher employment rates than the South East (78.1%) and England (75.3%) and that over the last quarter to Sept 2018, the employment rate in West Sussex has risen to 80% with over 398,000 residents in work. West Sussex remains in the top quartile compared to its statistical neighbours (79.4%) with county employment rates being higher than the national and regional rates. The ambition is to remain in the top quartile.
89. **(29) 16-17 year olds who are not in education, employment or training** – Current data for the end of March 2019 shows that the number of NEET stands at 2.7%, and we have met our year-end target. This is an increase on last year's NEET figures and, in particular, a significant increase over the last 6 months. The positive aspect of this is that we have made great strides over the last year to improve the accuracy of our data collection. We now have significantly less 16-17 year olds for whom we do not know their current education, training or employment status. So whilst we have identified more young people who are NEET we are able to ensure we can offer support in a far more targeted way to help young people struggling to fulfil their career potential. Over 250 young people who are NEET are currently being supported by our team of careers advisers and many are gradually re-engaging with education and training, many building up their confidence and skills by starting on short term employability courses before moving on to more full time education, training or employment opportunities. There remain a number of young people with complex issues for whom we are working with our partners to ensure the right support is made available for them so that they can also progress.

Challenges – NEAR TARGET

90. **(31) Adults with learning disabilities who are in paid employment** –Current performance is 3.2% against a year-end target of 3.5%. There are a number of initiatives underway which will lead to more people with learning disabilities getting paid work, however, some of these initiatives are new and so the impact may become apparent in the new year.
91. **(32) Residents who feel happy with West Sussex as a place to live, work or visit** - In the West Sussex County Council's What Matters To You survey in September 2018, 70% of people who took part said they were happy with West Sussex as a place to live, work and visit, against a year-end target of 75%. There are a number of things we can do to improve further the levels of satisfaction and build on this good base. They include, continuing to boost the local economy through growth initiatives, highlighting West Sussex as a destination of choice through our tourism brand and showcasing local food producers through Taste West Sussex. We will continue to support initiatives that enable communities to thrive as well as protecting the most vulnerable members of our community.
92. **(33) Economic Growth - Gross Value Added (GVA)** –GVA indicates the level of economic activity within an area by measuring its production of goods and services. The most recent update was released by Office of National Statistics in December 2018 and covers the period up to 2017 reporting that GVA for West Sussex was £26,568 per head against a target of £26, 864. Overall West Sussex has a GVA per Head level lower than the regional (£29,415) and the national average (£28,096).

93. The data we monitor divides West Sussex into 2 sub-regions – the South West (WSSW) including Adur, Arun, Chichester and Worthing, and North East (WSNE) including Crawley, Horsham and Mid Sussex. There is a large difference in GVA per head between these 2 areas. WSNE GVA is £31,170 whereas WSSW is £21,376. The main reason is the presence of Gatwick Airport being the key economic driver for that sub-region. The key challenge is whether we can do more to support economic growth in the South West of the region.

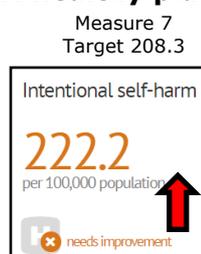
Challenges – TARGETS NOT MET

94. **(21) Business start-ups as a percentage of total active businesses** –2017 results were released in November 2018. The number of business start-ups in West Sussex has fallen over the year 2016-2017 as it has nationally and regionally, to 10.8% against a year-end target of 12.38%. The county has seen a fall of 8.2% compared with the South East region of 7.1% and England of 9.2%. As start-up rates have fallen throughout the country the West Sussex position compared with its statistical neighbours remains in second quartile.
95. The ambition is to move to the top quartile through actions including the provision of start-up space and support for businesses to start and grow as set out in the West Sussex County Economic Growth Plan – High Level Action Plan 2018-2023.
96. **(30) Apprentices in West Sussex** - There has been a drop of 33% in new apprenticeships across West Sussex to 4,790 against a target of 6,383. Nationally, new apprenticeships have also dropped by 33% and the South East average dropped by 27.9%.
97. Reasons for the downturn are varied and include the move from Apprenticeship Frameworks to Apprenticeship Standards, the lack of available new standards and new sub-contracting rules going live from January making it difficult for good, niche providers to continue to deliver.

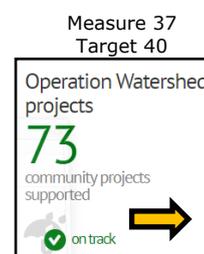
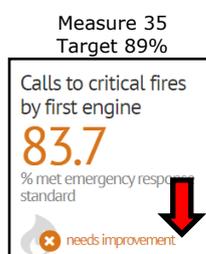
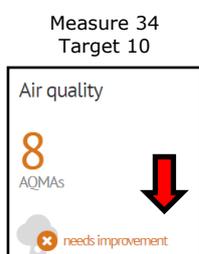


A STRONG, SAFE AND SUSTAINABLE PLACE

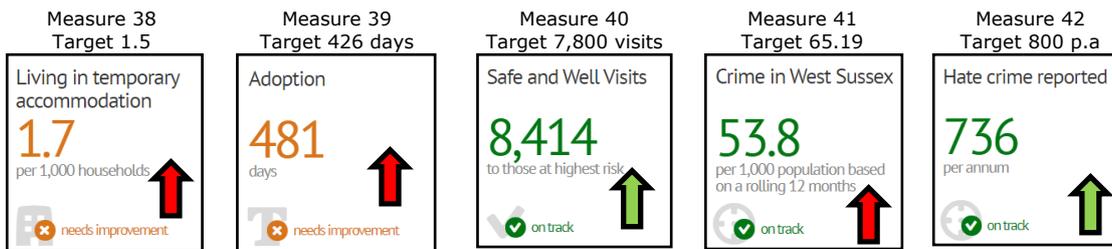
A healthy place



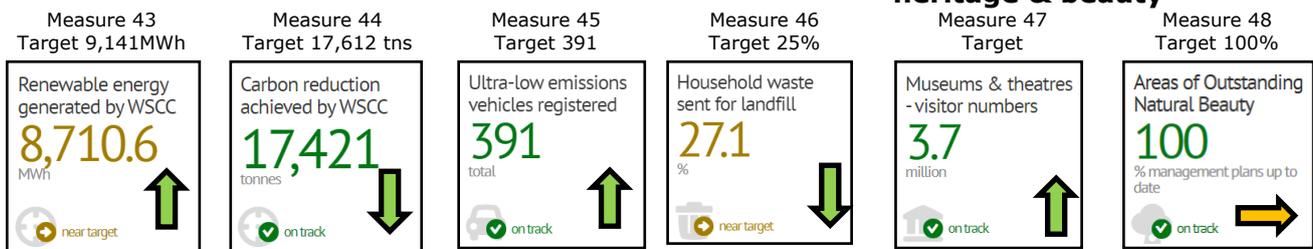
A safe place



Strong communities



Sustainable environment



A place of culture, heritage & beauty

Achievements - TARGETS MET

98. **(37) Operation Watershed fund allocated to community projects** - We have exceeded our target providing Flood Risk Reduction Projects across Arun, Adur, Chichester, Horsham, Mid Sussex and Worthing to support local residents to reduce flood risk in their area. Breakdown of projects successfully funded for 2018/19 are:-
- Arun – 3 projects receiving £109,505
 - Adur – 1 project receiving £11,240
 - Chichester – 9 projects receiving £136,233.01
 - Horsham – 3 projects receiving £47,381.05
 - Mid Sussex – 4 projects receiving £63,839.23
 - Worthing – 1 project receiving £1,837.50
99. **(40) Safe and Well Visits** – 4,131 high risk Safe & Well Visits were delivered throughout 2018/19, giving a total of 8,414 visits since April 2017. The visits had a key focus on fire prevention and fire safety in the home and wider contribution towards general safety, health and wellbeing. Over 4,500 pieces of smoke detection equipment were installed, and over 1,000 additional items such as smoker's aprons and equipment to protect residents against arson were left with residents. The benefits are clear - 101 fires were reported via community linked fire alarms, 41 of these could have resulted in a serious injury/ fatality and extensive damage to the property/ loss of someone's home. In addition, 568 residents were signposted to partners agencies for support, and 62 were safeguarded as they were at risk from harm.
100. **(41) Reports of crime in West Sussex overall crime recorded per 1,000 population** - For Q3 (based on a rolling 12 months) total recorded crime offences excluding fraud was 53.8 per 1000 population. This indicates a slight rise in offences from the previous quarter but is still well within the target of 65 or less. There is a lag on receiving data, so year-end data is currently not available, but there has been strong performance all year continuing to exceed the target.

101. **(42) Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)** – Current performance to Q3 is 736. Although Q3 represents a fall in reports compared to the previous quarters this year, the Hate Incident Support Service is still on track to process 800 referrals from people reporting hate crime.
102. **(44) Carbon reduction achieved by WSCC** – A total of 17,421 tonnes were emitted for 2018-19 against a target of 17,612 or less. This is a 2% reduction on last year's carbon emissions, and a 46% reduction against our longer term target of reducing our carbon by 50% by 2022. We continue to explore measures we can take to make savings. These include alternative fuels and LED lighting.
103. **(45) Ultra-low emission vehicles registered for the first time** – The latest available data (2017) there were 391 new registrations, exceeding our year-end target of 365 and we remain on track to meet our 2022 target.
104. **(47) Museums and theatres in West Sussex visitor numbers** - We are currently exceeding our target and a number of initiatives have supported this performance. These include the new Experience West Sussex website recently launched. Museums and theatres are promoted through the 'Art and culture' theme, and specific events are listed through the 'What's on' page. We are also involved in 'England's Creative Coast', an ambitious cultural tourism project led by Turner Contemporary and Visit Kent which aims to increase tourists to the coastal region of the South East (Essex, Kent, East Sussex and West Sussex).
105. **(48) Areas of Outstanding Natural Beauty (AONB) Management Plans in West Sussex** - There is a duty on the constituent local authorities to prepare a Management Plan that '*formulates their policy for the management of their area of outstanding natural beauty and for the carrying out of their functions in relation to it*'. The duty includes a review of the management plans at intervals no more than five years. The current Chichester Harbour Management Plan 2014-19 will be replaced by a new plan for the 2019-2024 period. Consultation on a draft plan took place in summer-autumn 2018 and the final plan will be adopted by the four local authorities from 1 April 2019. The current High Weald AONB Management Plan 2014-19 will also be replaced by a new plan for the 2019-2024 period. Consultation on a draft plan took place in summer 2018 and the final plan will be adopted by the 15 local authorities, including the County Council, before the end of March 2019.

Challenges – NEAR TARGET

106. **(35) Calls to critical fires where the first fire engine met our emergency response standard (ERS)** – Although current performance is 83.7% against a target of 89%, the average year-to-date figure is slightly higher at approx. 88% against a target of 89%. The final results are currently not available. Analysis of all calls this year has shown the two factors most likely to lead to a failed ERS are 'availability of OCS pumps' and 'long travel distances' to rural areas.
107. **(43) Renewable energy generated by WSCC** - In total we have generated 8,710 Mw of electricity in the year against a target of 9, 141 Mw. This is slightly under where we expected to be due to Westhampnett solar farm commissioning being significantly delayed because of issues with the main contractor going into liquidation and also issues with the site.

108. **(46) Waste to Landfill** – The issues earlier in the year (delays in commissioning and establishing the contract for RDF offtake) have been resolved and the rate at the end of Q3 was 27.06%. We expect the end of year figure to be within 1-2% of our 2018-19 target.

Challenges – TARGETS NOT MET

109. **(7) Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population** - The latest results (2017/18) show an increase in the number of admissions for intentional self-harm to 1,743 from 1,714 the previous year. This represents a rate of 222.2 admissions per 100,000 population. This is significantly higher than the England average of 185.5 and the South East average of 195. Targeting people before they start to self-harm and promoting mental wellbeing across the population (with greater intensity to those groups at high risk of poor mental health or self-harm) may be the most effective approach to reducing self-harm. This includes 'whole school approaches' to build positive cultures and ethos around mental and emotional wellbeing.
110. **(34) Air Quality is improving in Air Quality Management Areas** - There are 10 Air Quality Management Areas in West Sussex. Each district or borough council with an Air Quality Management Area (AQMA) is required to produce an Air Quality Action Plan (AQAP) to tackle the emissions. This measure is monitoring the improvement of Nitrogen Dioxide (NO²) within the 10 AQMAs. Results are available for 2016 and 2017.
111. In 2016 9 AQMAs had better NO² levels compared to their year of designation, only the A286 St Pancras in Chichester had higher levels.
112. For 2017 8 AQMAs had made further improvements compared to their 2016 results. The A270 Shoreham Road in Southwick had slightly higher NO² levels compared to 2016, and the A27/A24 Grove Lodge Roundabout in Worthing. Both have still improved compared to their year of designation.
113. **(36) People killed or seriously injured (KSI) in road traffic accidents** - 2018 showed a very slight increase in the number of reported road traffic collision compared to 2017, with 1,910 injury collisions being recorded in 2018 against 1,902 in 2017. These collisions resulted in 2,526 casualties comprised of 20 deaths, 463 serious injuries and 1,472 slight injuries. There were two fewer deaths compared to 2017, but the total number of deaths and serious injuries combined, known as KSIs (killed and seriously injured) increased slightly to 483 in 2018 from 479 in 2017.
114. In 2018 a number of road safety schemes were introduced including the introduction of a £2.4 million road safety scheme on the A285 between Halnaker and Petworth; road surfacing improvement on the A280 Cricket Club and Waterworks bends; junction improvement introduced on the A24 and Warnham. There has also been 5.9km of new cycle track provision was completed across the county and 12 signalised pedestrian crossings were refurbished and improved.
115. There is continued investment with £600,000 earmarked for road safety investigation and improvement schemes in 2019 including resurfacing and profiling bends on the B2133 Hughes Hill, Wisborough Green; reconfiguration of mini-roundabout junction on Portsmouth Road Lindfield, the design of a junction improvement at New Road on the

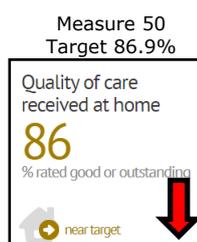
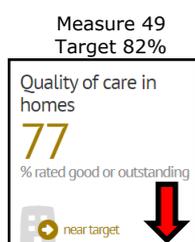
A285 Boxgrove and treatments at 15 identified "black Spots" across the county. We are continuing to be an active partner within the Sussex Safer Roads Partnership promoting a wide range of behavioural change programmes.

116. **(38) Households living in temporary accommodation per 1,000 households** – Latest results (to September 2018) show a slight increase from 1.6 to 1.67. The County Council has committed funding to tackle homelessness across the county and have created a new 2 year Strategic Housing role to jointly work with District & Borough Housing Authorities, co-ordinating activity and making best use of the resources available to meet this challenge. Within the countywide Strategic Housing Partnership led by the District & Borough councils, WSCC is supporting the regular assessment of the homelessness situation and with partners are collectively examining the feasibility of shared use of temporary accommodation, a unified approach to working with the private rented sector in West Sussex and other initiatives such as the development of modular housing to tackle the pressures on accommodation. A recent joint bid to the Ministry of Housing and Local Government for funding to support a rapid rehousing pathway for individuals and families in the county has been successful and WSCC is working with Districts and Boroughs to implement new approaches to tackle these issues. Part of this work also includes the collective remodelling of the WSCC ` Housing Related Support ` contracts to ensure the most vulnerable in the community are supported.
117. Following implementation of the Homelessness Reduction Act 2017, on 3 April 2018, the Ministry of Housing, Communities and Local Government (MHCLG) are changing the way of collecting data from local authorities on statutory homelessness. The new experimental statistical data has not yet been released.
118. **(39) Average time between a child entering care and moving in with their adoptive family** - The March data shows an increase of 4 days from February (477) to 481 days so remains off track to meet the 2022 target of 365 days. The timescale remains high due to Adoption Orders granted for children who have specific needs (age, complex needs, disability) and/or challenges within adoptive family such as adopter separation pre order, child placed following disruption. Without the top 5 outliers the average number of days would be 426.69, this would put us very slightly above the national threshold of 426. Overall we are below the England average of 532.

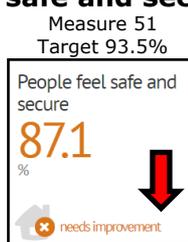


INDEPENDENCE FOR LATER LIFE

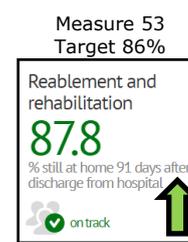
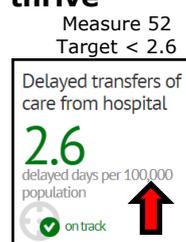
A good place to grow old



Older people feel safe and secure

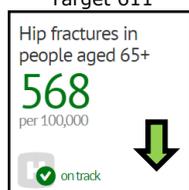


Older people have opportunities to thrive



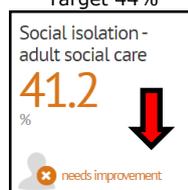
People are healthy and well

Measure 54
Target 611



Older people feel part of their community

Measure 55
Target 44%



Achievements - TARGETS MET

119. **(52) Delayed transfers of care from hospital that are attributed to social care** – Year-end data will not be available for 6-8 weeks after year-end. Latest available date (February) shows 2.64 delayed days per 100k population, and we have been better than target for 8 of the past 11 months.
120. **(53) Older people (aged 65+) who were still at home 91 days after discharge from hospital** - Latest published results (2018) show 87.8% against a target of 86%. The joint Health and Social Care Step Up Step Down programme, looking at discharge pathways from hospital, will support improvement in this figure, particularly through the Home First project that will develop and improve home based health and social care services to enable people to be discharged directly to their home with the right services and support. Year-end data will not be available until the summer.
121. **(54) Emergency admissions for hip fractures in those aged 65+, per 100,000** – Performance has improved and latest results (2017-18) is 568, down from 595 the previous year and we continue to exceed our target to remain below 612 per 100,000, however this is not a statistically significant reduction. It is worth noting that the emergency admission rate for those aged 80+ was significantly worse than the rate for England in 2016/17 and is now similar to the England rate, a reduction from 1,658 to 1,568 per 100,000 80+ population. While these reductions are to be welcomed, it needs to be highlighted that any activity impacting on them will be historical relating to the period of data collection. The Director of Public Health and the Public Health Consultant lead have recently led on the development and delivery of a major winter pressures strategic falls prevention programme aimed at reducing Winter Pressures on the NHS. The programme involved:
- Sussex Community Foundation Trust recruiting 31fte staff to increase capacity around triage and the provision of multifactorial risk and home hazard assessments
 - District and boroughs being resourced to increase capacity around the provision of strength and balance exercise
 - A Public Health campaign on the Super 6 exercises including a Make Every Contact County training video for professionals working with at-risk older people.
 - Slipper swap events held across the county

Challenges – NEAR TARGET

122. **(49) Quality of care in homes: ratio of care providers rated good or outstanding by the Care Quality Commission** - At the end of Q4, 77% of Care

Homes in West Sussex were rated as Good or Outstanding, a net 3% decrease from the previous year, against a target of 82%. Two-thirds of the nearest statistical neighbouring Local Authorities, during the past 12-months, saw an average 5% increase in the number of Homes rated Good or Outstanding in their areas.

123. The Care Home market in West Sussex has been under increased pressure during 2018/19, due to a number of market and national factors impacting capacity and quality, for example; as reflected nationally, the care Providers in West Sussex continue to report that recruiting and retaining an experienced and qualified workforce continues to impact their businesses. There have been 7 Care Homes leave the market during the year, as a result of business and regulatory decisions, and only 1 new service open – resulting in a net loss of care home capacity and increased pressure on the remaining services.
124. West Sussex County Council continues to support the Care Home market and work with Providers to improve quality, however, we are currently reviewing how this support is delivered to ensure that CQC ratings are improved and existing good quality is sustained throughout the coming year and improvements are made towards the target.
125. **(50) Quality of care at home: ratio of home Care providers rated good or outstanding by the Care Quality Commission** – At the end of Q4, 86% of Care at Home services in West Sussex were rated as Good or Outstanding. This is a net 2% increase from the previous year, and near our target of 86.9%. Two-thirds of the nearest statistical neighbouring Local Authorities, during the past 12-months, saw an average 4% increase in the number of Care at Home services rated Good or Outstanding in their areas.
126. The Care at Home market in West Sussex has been under increased pressure during 2018/19, due to a number of market and national factors impacting capacity and quality, for example; as reflected nationally, the care Providers in West Sussex continue to report that recruiting and retaining an experienced and qualified workforce continues to impact their businesses. The closure of Care Homes may have impacted the Care at Home market, due to lack of capacity in the Care Home it is likely that more people will choose to receive Care at Home.
127. West Sussex County Council continues to support the Care at Home market and work with Providers to improve quality, however, we are currently reviewing how this support is delivered to ensure that CQC ratings are improved and existing good quality is sustained throughout the coming year and improvements are made towards the target.

Challenges – TARGETS NOT MET

128. **(51) People who use services who say that those services have made them feel safe and secure** - Results from the 2018 survey is 87.1% against a target of 93.5% and compared to 93.5% the previous year.
129. To make people feel safe within their home, we are working with other organisations such as Care Quality Commission, Sussex Police, Healthwatch West Sussex, Commissioners and Quality Assurance Leads from both Health and WSCC. Chaired by the Head of Safeguarding for the three NHS Clinical Commissioning Groups in the

county and the Head of Safeguarding for West Sussex County Council the aim is to develop and maintain a single picture of the quality and safety of the local care market and to intervene as necessary to prevent issues arising. This builds on the work learning from case reviews to improve practise and now applying the information to work across agency settings.

130. The work to make people feel safe outside of their home continues between Adult social services and our Community Safety and Wellbeing colleagues. The plan includes a number of elements; these include Adults' Services staff being provided with specific training to promote online safety for residents through the 'Talk Local' sessions as part of the roll-out of Community Led Support. The scoping of the work required to provide this training will be undertaken in May 2019. Additional awareness training for frontline Adults' Services staff on the mandatory 'Prevent' programme, associated with preventing and reporting radicalisation, has also been put in place for 2019-20, and all team managers will be briefed on this requirement in April 2019.
131. **(55) Social isolation - adult social care users who have as much social contact as they would like** - 2017 shows results of 41.2%, against a target of 44%, and previous year's results of 43%). The annual statutory Adult Social Care Survey for 2018-19 takes place between January and April 2019. Adults' Services had undertaken some follow-up research on 'social contact' with those people who were respondents to the 2017-18 Adult Social Care Survey. The findings of the research are currently being collated and analysed and will be compared to results of a year ago. A Task and Finish Group with representatives from Public Health, the Communities Team and the three NHS Clinical Commissioning Groups in the county has been established focusing on social isolation and loneliness. A two-year action plan, as a result of the outline proposals paper taken to the Public Health Board in January 2019, is now in development by the Director of Public Health.



A COUNCIL THAT WORKS FOR THE COMMUNITY

Customer Focused

Measure 56
Target 75%



Value for Money

Measure 57
Target 75%

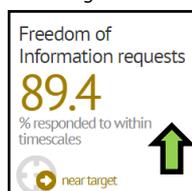


Open and transparent

Measure 58
Target 75%



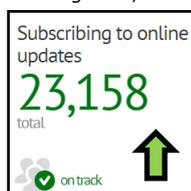
Measure 59
Target 90%



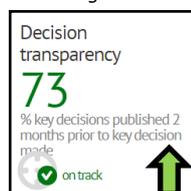
Measure 60
Target 28.6%



Measure 61
Target 18,951



Measure 62
Target 67%



Measure 63
Target 4,823



Listens and acts upon



Works in Partnership



Achievements - TARGETS MET

132. **(61) Residents subscribing to receive online updates on the democratic process** - The total number of subscribers has increased slightly over the last quarter to 23,158 and has exceeded the 2018-19 target.
133. **(62) Decision transparency** - The target for decision transparency is to achieve 75% of decisions having been in the Forward Plan for two months or more before being published, by March 2022. The figures from 2018/19 show that this target was achieved in first quarter but has fallen just below in the following quarters, so the year has finished with an average of 72%, exceeding our 2018-19 target of 67%. There will always be the challenge of urgent decisions, which will have an impact on the overall figure. Democratic Services will continue to support services to ensure that key decisions are listed in the Forward Plan for at least two months and it is hoped that support and training provided by the service will see the target of 75% being achieved consistently in the next financial year.
134. **(63) Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes** - There has been ongoing increases in posts and tweets, which mean our messages are resonating with our residents. As a result we have exceeded our 2018-19 target and are well on track to meet our 2022 goal of 6,419 Facebook likes and 65,604 Twitter followers. Examples of recent posts with most reactions/tweets/likes is the 'West Sussex Tackles Textiles' where Chichester Free School students were interviewed to find out what they thought about recycling and why it's important.
135. **(64) Residents' issues considered by County Local Committees (CLC)** - We have seen a busy third round of CLC meetings that have been playing an active role in providing our residents a platform to talk with the Council about their concerns and ambitions for their local area. The main themes of this quarters meeting have been proposed reductions in front line services funding, grant funding for community activity and local Highways concerns. For Q4 there were 96 agenda items, 44 raised by residents or the community giving a total of 45.8%.
136. **(65) Level of community grants that support the West Sussex Plan priorities** - The council has changed its approach to grant funding and has now set up the West Sussex crowd. This is a crowd funding platform that aims to provide residents with a wider source of funding. Our criteria for this fund have remained the same and we can report that 100% of grants support the West Sussex plan priorities. The Environment, Communities and Fire Select Committee will be looking at the crowdfunding grants in more detail at its June 2019 meeting.

137. **(66) The County Council's response to recommendations from customer complaint resolutions** – March results show 98% for Q4, but we have achieved 100% for the rest of the year, providing an overall performance of 99.4% (168 of the 169 complaints recommendations have been met). There is no expectation that the 1 outstanding recommendation will not be completed, just that it is taking longer than expected.
138. **(67) Partnership deals achieved between the County Council and our District and Borough partners** - All 6 Growth deals and 1 Health and Wellbeing deal have been signed, with a further 5 Health and Wellbeing deals in progress which includes:-
- **Preventing Homelessness** with Adur and Worthing to identify people at risk of losing their home and intervene early enough to prevent homelessness.
 - **Connecting local health priorities** with Crawley. These include Healthy lifestyles (smoking, drinking, exercise, diet), mental health, dementia, self-harm, later years (falls, hip fractures, social isolation), inequalities and the gap in life expectancy.
 - **develop and nurture health and wellbeing** across the wider community in Arun
 - **Exploring health and wellbeing priorities** to develop a deal with Horsham.
 - Current **Disabled Facilities** Grant (DFG) pilot, a deal to include this pilot with Chichester
 - **Education and post 16 provision** early discussions with Mid Sussex.
139. Additionally, West Sussex County Council has recently allocated £1m of central government funding to tackle winter pressures on social care and the NHS to falls prevention in the county. Public Health are leading on this partnership. All Districts and Boroughs have submitted expressions of interest to Public Health to receive funding to deliver falls related physical activities.

Challenges – NEAR TARGET

140. **(59) Freedom of Information requests responded to within time** – Good progress has been made with performance standing at 89.4% against a target of 90%. A new system that will support the management of our FOIs has been signed off at Transformation Board and is expected to be deployed later in the year. The system will allow for more timely reporting, email alerts and management of workflow.
141. **(60) Formal member meetings webcast** - Performance for the full year is 27.6% against a year-end target of 28.6%. The number of meetings webcast is dependent on an assessment of the degree of public interest in the agenda items and agreement from the Chairman of the meeting. There is a report going to the Governance Committee on 13 May to discuss the rationale behind which meetings are webcast. During 2018-19 there were fewer Planning Committee meetings than usual and very few controversial applications with only one meeting being webcast

Challenges – TARGETS NOT MET

142. **(56) Level of satisfaction of the services received by our residents** - The 2018 What Matters To You survey was the first to ask the Customer Satisfaction question

and will be used to establish the baseline. 46% of residents are satisfied or very satisfied, against a year-end target of 75%. Further analysis will be carried out on the data to gain insight into the results and create an action plan.

143. **(57) Residents who agree that the council provides good value for money –** The results from the “What Matters to You” survey shows only 35% of residents agree that the council provides good value for money, against a year-end target of 75%. The biggest proportion of respondents were neutral with 44% neither agreeing nor disagreeing, but 20% of people who took part disagreed. Like other local authorities across the county, West Sussex County Council faces unprecedented financial challenges so it’s important our residents see value for money. The council is committed to being as efficient and effective as possible and initiatives are in place to make the best use of the resources we have, for example investing in solar farms to power homes but also generate income; working with partners to bring together growth and investment across the county and we are looking at creating community hubs to protect vital community services.
144. **(58) Residents who find it easy to access information, services and support they need -** The results show only 48% of residents found it easy or very easy to contact WSCC, against a target of 75%. Further analysis will be carried out on the data to gain insight into the result and create an action plan. There are many projects that have been delivered or underway to increase Ease of Access into WSCC services. Much of the current work being carried out is now part of the Whole Council Design projects.

Workforce

145. The workforce key performance indicators detailed in Appendix 8 have been updated to the end of the fourth quarter.
146. Since reporting the third quarter information, significant work has been undertaken to collate; cleanse; and verify the workforce data. The methodology for reporting some key performance indicators (KPI’s) has also been reviewed and improved. This work provides an increase in confidence of the reported workforce data.
147. An additional Key Performance Indicator (KPI) has been introduced for ‘Total Headcount’ which identifies the total number of people employed over the reporting period. For example: if an employee joined WSCC and left in the same reporting period then this employment is captured. Previously we only reported a ‘snap-shot’ on a specific day during the reporting period which does not capture this additional turnover that occurred over this period. This new Total Headcount KPI provides a more realistic representation of what has happened during the reporting period. The previous KPI for Headcount has been renamed ‘Active Headcount’ and this is a snap-shot of the number of people employed on the 28th day of the last month in the reporting period (e.g. for Q4, this is 28th March 2019).
148. The methodology for determining sickness absence has changed. New technology has now allowed us to correctly apportion calendar days lost through sickness absence into the correct quarter(s). Previously, sickness absence that spanned more than one quarter was all reported in the quarter that the employee returned to work.
149. An additional breakdown, by Department, for ‘Level of Sickness Absence’ KPIs has been provided as requested at the previous meeting.

150. A detailed 'deep dive' of workforce KPIs will be presented at the next Performance and Finance Select Committee meeting. This detailed report will be the annual outturn for workforce KPIs and will include workforce KPIs for: culture and values; change and engagement; resourcing and talent; performance and skill; health, safety and wellbeing; and inclusion. This report will contain details of the 2018/19 workforce appraisals.

Corporate Transformation Programme

151. Appendix 9 contains an overview of the work undertaken on the West Sussex County Council Transformation Programme during the 2018/19 financial year. The report explains the key projects which have incurred spend and the associated savings.

Appendix 1 – Main Finance Variation Changes between December and March.

Appendix 2 – Financial Summary of Pressures and Mitigations in 2018/19

Appendix 3 – Revenue Budget Monitor and Reserves Monitor as at the end of March 2019

Appendix 4 – School Balances Report as at the end of March 2019

Appendix 5 – Capital Budget Monitor as at the end of March 2019

Appendix 6 – Performance Dashboard Overview as at the end of March 2019

Appendix 7 – Explanation of Performance Targets Not Met as at the end of March 2019

Appendix 8 – Workforce Key Performance Indicators as at the end of March 2019

Appendix 9 – Transformation Programme Performance as at the end of March 2019