

## Cabinet Report: Delivering the West Sussex Plan 2017-22



# BEST START IN LIFE



**All children and young people are ready for school and work**

### **1 Implementation of a new School Effectiveness Strategy 2018-22 (Cabinet Member for Education and Skills)**

A new School Effectiveness Strategy for West Sussex has been published to coincide with a new school year. Following the implementation of new national arrangements for funding schools, alterations to the Ofsted inspection regime, and changes to education policy and practice, it was considered that a new strategy was required. The Strategy will continue to take account of the need for high quality education and a diversity of schools in West Sussex and will ensure the needs of children and their learning are prioritised. To assist in shaping the new Strategy the County Council conducted a widespread public consultation; this provided an opportunity for partners and key stakeholders including young people, Dioceses, school leaders, governors and parents to contribute to and actively participate in its development and refinement. The Strategy sets out the ambition that by 2022 West Sussex will be one of the top 25% of councils nationally for quality and provision of learning across all age groups and abilities. To achieve this it will be essential to work in close partnership with school leaders, governors, the Dioceses and other providers to ensure that standards are continually raised and educational outcomes are improved for all children and young people.



**Families and children have a health family, home and work life**

### **2 Recognition for the work of the Youth Emotional Support Service (Cabinet Member for Children and Young People)**

The Youth Emotional Support service (YES) has been recognised for the work they do in supporting the emotional wellbeing of young people. The service has been shortlisted for the Children and Young People Now Mental Health and Wellbeing

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(Links marked with an \* are to documents in pdf format)

award. The highly acclaimed 'Children and Young People Now' awards have become the 'gold standard for everyone working with children, young people and families' and recognise those who 'strive day in day out to improve the lives of others'. The team will learn if they have been successful at an awards ceremony in London in November. The YES service is available to those aged between 11 and 18 and aims to address issues such as poor self-esteem, self-harm and anxiety through one-to-one support and group working which is tailored to the needs of the young person. Last year, YES was used by more than 2,500 young people and has considerably lowered the number of referrals to the Child and Adolescent Mental Health Service (CAMHS). Less than 2% of those who receive an intervention from YES require referring to CAMHS, demonstrating the effectiveness of the service in tackling issues that negatively impact the emotional wellbeing of young people in West Sussex.

### **3 Children's Mental Health (Cabinet Member for Children and Young People)**

The BBC has aired a Panorama programme focusing on children's mental health services which mentioned services in West Sussex. The programme highlighted the concerns of families about access to services and care within an inpatient setting. The County Council has a joint arrangement with the local Clinical Commissioning Groups (CCGs) for the commissioning of emotional wellbeing and mental health services. Sussex Partnership Foundation Trust, which was rated as Good by the Care Quality Commission in January 2018, delivers the Child and Adolescent Mental Health (CAMHS) service for the County Council; Inpatient units for children and young people are commissioned by NHS England as part of the national inpatient bed arrangements. The County Council recognises the importance of early intervention and prevention and has invested in services to support young people with emotional wellbeing issues. There is evidence that this early intervention is having a positive impact, as since 2014, the rate of hospitalisation or self-harm among young people in West Sussex has fallen, compared to an increase both nationally and regionally over the same period.



### **Children and young people feel safe and secure**

#### **4 Implementing Improvements at Seaside Children's Home, Shoreham (Cabinet Member for Children and Young People)**

A Residential Improvement Plan being implemented to deliver positive change within children's homes across the county has been strengthened following an Ofsted inspection which judged Seaside Children's Home to be 'Inadequate'. In response to this outcome the four children living at the home, which can accommodate up to six young people aged 12 to 16, have been found good quality alternative accommodation which is appropriate to their needs. A robust and targeted approach has been adopted to implement rapid improvements at the home including addressing inconsistencies in safeguarding practice, identifying additional training for staff and providing mentoring for those with a supervisory position. Progress with implementing these improvements continues to receive close oversight from members of the senior management team. Following the outcome of the Ofsted inspection a proactive assessment of the other County Council Children's Homes was undertaken; areas for improvement in two other homes are being addressed in a similarly robust manner. The actions being taken

across the residential estate aim to ensure provision of a consistently high level of care for all children throughout the county.



## **Access to education that meets the needs of our community**

### **5 Pupil Attainment at Key Stages 1 and 2 (Cabinet Member for Education and Skills)**

The performance of primary age pupils has continued to improve with provisional Key Stage 1 and 2 results indicating more children are gaining expected outcomes in Reading, Writing and Mathematics than in previous years. It has been two years since the implementation of the new framework for testing. In that time, for the assessment in the combined areas of Reading, Writing and Mathematics (RWM), West Sussex children have added over 13 percentage points to the countywide results at Key Stage 1 (KS1) and nearly 17 percentage points at Key Stage 2 (KS2). This exceeds the increases achieved nationally since 2016 of 5 percentage points at Key Stage 1 and 11 percentage points at KS2. Results for 2018 indicate that 62% of West Sussex pupils met or exceeded the standard in RWM at KS1, with the national average being 65%, and 61.3% achieved the standard at KS2, compared with 64% nationally. There has been a significant focus on raising standards in Writing and Mathematics specifically in West Sussex schools, and the improved figures reflect the hard work that has been carried out. The County Council is working with primary school leaders on plans to continue to sustain this upward trend and to build further on the successful gains in performance over the last two years.



## **Children and young people are able to thrive**

### **6 Fun and Breaks (FAB) rated Outstanding by Care Quality Commission (Cabinet Member for Children and Young People)**

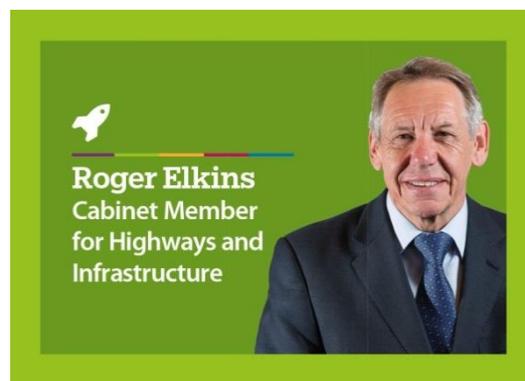
The Care Quality Commission (CQC), have recently completed an inspection of Fun and Breaks (FAB) and concluded that it is an outstanding service. FAB is a domiciliary care service which provides volunteers for disabled children and young people. FAB volunteers are matched with a child with a disability and give two hours a week to support the child and their family at home or in the community. This provides parents, carers and siblings with a much-needed break from their caring responsibilities. The CQC report commended the leadership for being "caring, competent and dedicated, and having the young people's needs at the heart of the service" and also highlighted that having a volunteer helped to avert crises within families. Feedback from young people and their families demonstrated that they were exceptionally happy with the support they received from their volunteers. The popularity of the service means that there is a waiting list of families wishing to access the service. FAB is actively seeking more volunteers to support the County Council in delivering quality, cost-effective services for disabled children and enable more children and families to contribute to a richer quality of life in West Sussex.

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## A PROSPEROUS PLACE



### A place where businesses thrive

#### **7 'Let's Talk about our Towns' High Street Event (Leader/Economy)**

On 6 November the County Council is hosting an interactive 'Let's Talk about our Towns' event. The event will bring together local businesses, key influencers and district and borough partners to discuss ideas and suggestions on how to innovatively support the vibrant, sustainable towns of the future in West Sussex. Developing town centres is a key part of the County Council's [Economic Growth Plan 2018-23](#) which recognises the importance of developing high streets into successful community centres to ensure the continued economic growth of the county. The event will also be attended by three of the country's best known thought leaders - specialists in the field of town centre development and improvement. These are Bill Grimsey, the author of the [Grimsey Review 2\\*](#) that was launched earlier in the year and explores the future of Britain's Town Centres, Jackie Sadek, the founder and CEO of UK Regeneration and former advisor to the Minister of Cities, and Wayne Hemmingway, the lead designer and CEO of Hemmingway Design.



### Infrastructure that supports a successful economy

#### **8 Horsham Enterprise Park (Leader/Economy)**

The public consultation on the proposed masterplan for the former Novartis site began on 26 September with a public exhibition in Horsham. The County Council has been progressing plans for the regeneration and development of the former Novartis site since its acquisition in December 2016, which includes the introduction of the new name - Horsham Enterprise Park - for the next phase. An innovative sustainable development is proposed with high quality business space, local facilities and new homes with the aim of benefitting the existing community, attracting new investment into the town and boosting the local economy. The public exhibition will seek views from the local community and businesses to help to shape the masterplan prior to submitting an outline planning application later in the year. A further exhibition event will take place on 30 October from 12 noon to

8.00 p.m. in the Holbrook Club, Horsham, and residents are also able to find out more and provide their views at [haveyoursay.westsussex.gov.uk](http://haveyoursay.westsussex.gov.uk).

## **9 Parliamentary Transport Select Committee – Rail timetable changes inquiry (Cabinet Member for Highways and Infrastructure)**

The County Council has responded to the Transport Select Committee's rail timetable changes inquiry which seeks to understand what went wrong, what the train companies and Network Rail are doing to resolve the current issues and how well they are prepared for the next timetable change in December. The response emphasised the far reaching impacts of the timetable changes on the local economy and transport networks and highlighted the significant problems that the timetable changes created for the West Sussex rail network and the disruption suffered by commuters and businesses. It also flagged that the current system for timetable changes lacks transparency and, in particular, that there is no requirement for the rail industry to listen to the views of local authorities when they consult on new timetables.

## **10 A27 Improvements (Cabinet Member for Highways and Infrastructure)**

Technical work is underway to develop the design of the preferred route for the A27 Arundel Bypass. A series of stakeholder workshops have been set up by Highways England to discuss key issues with stakeholders, including elected representatives, before a statutory consultation in 2019. Highways England has received confirmation that it will face two Judicial Reviews of its decision to select a modified version of Option 5A as the preferred route for the Arundel scheme and hearings are expected to take place in spring 2019 at the earliest. Additionally, the two conceptual options for the A27 at Chichester put forward by the County Council for inclusion in the Roads Investment Strategy 2020-25 are currently being reviewed by Highways England and feedback is expected in autumn 2018. A preferred route announcement for the A27 Worthing and Lancing improvements has been delayed but is expected shortly.



## **A great place to live, visit and work**

## **11 Experience West Sussex (Leader/Economy)**

The County Council continues to work with partners and businesses to promote the county's visitor economy through its [Experience West Sussex](#) initiative to recognise the county as an active, vibrant and dynamic place to visit. The autumn campaign focuses on art, culture, heritage and gardens in the county, to expand on and encourage visitors all year round. In partnership with Gatwick Airport, an Experience West Sussex installation has been created in the arrivals area of the Airport to help showcase the wide variety of attractions the county has to offer. A Taste West Sussex event has also been sponsored by Sir Peter Bottomley, MP for Worthing West, to take place in the Houses of Parliament on 29 November, which will showcase the variety and quality of food and drink produced in West Sussex and Experience West Sussex highlights including vineyard tours, artisan baking and cheese-making. Since its launch in 2015, Experience West Sussex has gained a significant social media following across Instagram, Facebook and twitter with over 35,000 followers. An updated web site to better showcase the breadth of the offer was launched in July and the economic

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impact has been demonstrated. Experience West Sussex continues to raise the profile of West Sussex as a great place to visit.



## A STRONG, SAFE AND SUSTAINABLE PLACE



### A safe place

#### **12 Stay Safe Online and Avoid the Fraudsters (Cabinet Member for Safer, Stronger Communities)**

The Cabinet Member had the opportunity to emphasize the importance of sharing information on new types of online and telephone crime at an event held in partnership between the County Council and the Citizen's Advice Bureau (Arun and Chichester branch). 'Don't Miss A Trick – Stay Safe Online – Avoid the Fraudsters' event was held on 20 September at the Arun District Council Civic Centre in Littlehampton. Key professional speakers provided information and facts on scammers and online fraud crimes. The event was held to raise awareness with key community groups who come into contact on a daily basis with vulnerable adults and equip these professionals with the knowledge and preventative measures to empower and safeguard residents. The Sussex Police and Crime Commissioner also spoke at the event.

#### **13 National Hate Crime Awareness Week 13 to 20 October 2018 (Cabinet Member for Safer, Stronger Communities)**

The County Council is supporting the national Hate Crime Awareness Week which raises awareness of hate crime, the impact it has on victims, as well as the reporting and support channels available to victims and witnesses. Hate incidents and hate crimes occur when an individual is subjected to hostility or prejudice by another person or group because of their race, faith, disability, sexual orientation and/or gender identity. The County Council works in partnership with [Victim Support Sussex](#), to provide the Hate Incident Support Service. Last year in West Sussex there was a record number of reports. However, it is believed many still go unreported. It is important that each incident is captured so that victims can access support and that the County Council, along with Sussex Police and district and borough council colleagues, can understand the sort of sentiments being expressed within West Sussex communities. The Cabinet Member asks that

members continue to raise awareness of hate crime and the support available within their communities.



## **Strong communities**

### **14 Worthing Community Hub Pilot (Cabinet Member for Safer, Stronger Communities)**

A period of community engagement has recently finished regarding an exciting pilot project in Worthing, looking at how County Council services are offered to the local community. Residents have been asked for their views on whether different County Council services, such as the children and family centre and registration services, could be brought together as one community hub in the town's library building, in addition to the those services currently provided by the library service. Having listened to early feedback, residents have been assured that there are no plans to reduce the books available to borrow and that there will still be quiet places to study. Other ideas for a community hub could include support for young people, an outside area, better links to the museum next door, areas for start-up businesses to access and even a community kitchen. Bringing a range of services together in one space could cut down on travel and make life easier for a range of users of the various services including parents of young children needing different support.



## **Sustainable environment**

### **15 Emissions Reduction Pledge 2020 (Cabinet Member for Environment)**

The County Council has reaffirmed its commitment to reducing its carbon emissions by being one of the first organisations to sign up to the Government's new Emissions Reduction Pledge 2020. The pledge, which is aimed at all public sector bodies, aims to reduce greenhouse gas emissions across the sector by 30% by 2020/21, compared to a 2009/10 baseline. As well as reducing emissions, organisations that sign up to the pledge commit to sharing knowledge and data which should help the County Council to benchmark its performance. The County Council has a long history of working to reduce its carbon footprint, and in the West Sussex Plan has reaffirmed the target of halving carbon emissions from its activities, bringing the target forward from 2025 to 2022. The target includes the energy used to heat, light and power corporate buildings, the energy to power street lights and signs across the county, and mileage from staff business travel (including pool vehicles and staff-owned cars). By the end of 2017/18, the County Council had achieved a 45% reduction in emissions from its 2011/12 baseline, and is continuing to take steps to ensure that it reaches the final target by 2022 which will be reported quarterly through the [West Sussex Performance Dashboard](#).

### **16 Household Waste Recycling Sites Permit Scheme (Cabinet Member for Environment)**

The new permit scheme for West Sussex Household Waste Recycling Sites (HWRSSs) came into effect on 1 October 2018. The new scheme means householders in West Sussex who use a van, pickup or single-axle trailer for

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private purposes will need to obtain a free permit to use a HWRS. The permit is available to West Sussex residents and allows those who drive a commercial-type vehicle or have a trailer to continue to use it to dispose of their household waste. The scheme does not cover waste generated by a business or household waste that has been collected by a trader for a charge. The permits are being introduced to help address congestion at the sites, eliminate illegal disposal of commercial waste and discourage out-of-county visitors from bringing in large loads for disposal. The scheme was promoted during August and September at the HWRS, via the County Council's web site and on social media, and so far over 10,000 permits have been issued. As well as the new permit scheme, some vehicles will no longer be allowed to use HWRSs. Restricted vehicles include multi-axle trailers (four wheels), horse boxes, tipper trucks, flatbed or dropside trucks and Luton (box) type vans.

### **17 West Sussex Waste Partnership Food Waste Campaign (Cabinet Member for Environment)**

The County Council, as a partner of West Sussex Waste Partnership (WSWP), launched a campaign in August to tackle food waste in West Sussex. To launch the campaign the WSWP recruited 2018 Masterchef Champion Kenny Tutt from Worthing to deliver two events to demonstrate how you can cook with left overs. In 2017, the waste composition analysis showed that approximately one third of the average rubbish bin in West Sussex was made up of food waste, which is the equivalent of nearly 20 rubbish trucks full of food being thrown away every day. It is also considered that most food waste is avoidable, with the Waste and Resources Action Programme suggesting that 41% is not used in time and 25% is thrown away because we cook too much. The cost of food thrown away is expected to be the equivalent of £20 per month per person or £70 per month for a family of four. The campaign, which will run until March 2019, will cover four key themes; Join our #FightAgainstFoodWaste, Be a Smart Shopper, Freeze with Ease and Love your Leftovers which will aim to tackle the amount of food thrown away in West Sussex.



## **INDEPENDENCE FOR LATER LIFE**





## **A good place to grow old**

### **18 'The lives we want to lead' – Local Government Association Green Paper for Adult Social Care (Cabinet Member for Adults and Health)**

The County Council has responded to the Local Government Association's (LGA's) 'The lives we want to lead' Green Paper for adult social care which seeks the views of people and organisations from across society on how best to pay for care and support for adults of all ages, as well as how to shift the overall emphasis of our care and health systems to focus more on a more preventative approach. The response highlighted: the challenges faced by the County Council as a result of increasing demographic pressures coupled with reduced funding; the need for the Government's Care and Support Green Paper to make decisions about universal services and the level of financial contribution individuals should be making to their own care; the need for professionalisation of the care work career path; and the importance of the preventative agenda. The LGA will respond to the findings of the consultation in the autumn to inform and influence the Government's Green Paper and spending plans.



## **People are healthy and well**

### **19 Stoptober - Public Health England Annual Stop Smoking Challenge (Cabinet Member for Adults and Health)**

In West Sussex, 12.8% of adults still smoke, so the annual Public Health England (PHE) Stop Smoking Challenge – Stoptober - will run throughout October to support and encourage smokers towards quitting for good. This year's campaign will encourage smokers to find the most suitable support for them, rather than trying to go 'cold turkey', and discusses the options available from apps to medications to e-cigarettes. The West Sussex Public Health Team will implement the campaign locally, targeting manual workers in particular, who are over twice as likely to smoke than those in other occupations, and pregnant women and their families. Working with partners, key messages will be shared through various communication channels including social media messaging and a campaign on Spirit FM. The [West Sussex Stop Smoking Service](#) is e-cigarette-friendly, and services are available in 180 venues across the county.

### **20 Seasonal Influenza Campaign (Cabinet Member for Adults and Health)**

The Cabinet Member will again support the West Sussex Public Health Team's work to assist this year's [NHS seasonal influenza \(flu\) campaign](#), to improve the uptake of the flu vaccination county-wide. The viral illness can lead to increased deaths in elderly and at-risk groups, increased emergency admissions to hospital, GP consultations, school absences and calls to 111, and outbreaks of flu in care homes can lead to temporary home closures. The immunisation target is 75% in the over 65s and 55% in the under 65s who are in an at-risk group. A new more effective flu vaccine is available for those aged 65 and over this winter, and it is expected to significantly boost effectiveness by improving the body's immune response to the vaccine, as typically older adults' bodies do not respond as well to the flu vaccine due to their naturally weaker immune systems. The campaign will encourage everyone who is eligible for the free flu jab to take up the offer. The

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pneumococcal vaccine is also available to certain groups and protects against serious and potentially fatal pneumococcal infections, more information on who is eligible is available [on the NHS website](#).

## **21 'Going Local' Project (Cabinet Member for Adults and Health)**

The County Council is continuing to work in partnership with Adur and Worthing Councils and Coastal West Sussex Clinical Commissioning Group as part of the '[Going Local](#)' (Youtube link) project, which began as a two-year pilot and now has funding until September 2020. GPs from six participating GP surgeries in Adur and Worthing refer patients to the project if they think that non-medical problems might also be impacting on their health, or they are attending primary care for non-clinical reasons. Those referred are helped to identify solutions to the problems ranging from housing, employment and financial worries to loneliness, bereavement and lifestyle issues. It is hoped the project will not only help people improve their wellbeing but up the time of those participating GPs to concentrate on patients with purely medical issues. On 4 September this year the 1,000<sup>th</sup> person was referred to the service.



## **A COUNCIL THAT WORKS FOR THE COMMUNITY**



### **Customer focused**

## **22 Customer Service Training Programme (Cabinet Member for Corporate Relations)**

The West Sussex Plan expresses the County Council's commitment to customers, 'ensuring they get the information and service they need'. The aim is to be customer centred in every decision and every action and to learn positively from any customer compliments and complaints. To help achieve this the County

Council has launched a new customer service training programme to give all staff a range of tools to help them build upon their customer service skills. The training focuses on real life customer feedback and experience, the importance of taking ownership of customer contact and building upon skills such as effective communication, building confidence to resolve problems and dealing with challenging conversations. It also covers tips to de-escalate situations, to think about the behaviours County Council staff need to demonstrate as a customer-centred organisation and how each staff member plays a part in continuous improvement. The first session, delivered by Learning and Development trainers and supported by the Customer Experience service, took place on 25 September and will be delivered monthly thereafter across the county.

### **23 Public Services Infrastructure: Gigabit (Cabinet Member for Corporate Relations)**

The Government is keen to increase the amount of full fibre network covering the UK which currently only stands at around 4% of premises. The West Sussex Gigabit project will support the Council and its partners to deliver public services in new and digital ways by getting the County Council's own buildings ready for the future. It is anticipated that the project will be completed in summer 2019. CityFibre has now begun building the full fibre infrastructure in Chichester and Crawley. The County Council is working closely with local services including the Network Permit Office and contractors to keep any roadwork disruption to a minimum. Meanwhile, County Council initiatives to improve digital options for private homes and local businesses continue, including the continued delivery of the Better Connected superfast project and working with district and borough councils to promote the availability of Gigabit business vouchers for small and medium enterprises.



### **Value for money**

### **24 Local Government Pension Fund Awards (Cabinet Member for Finance and Resources)**

The West Sussex Pension Fund was shortlisted this year for the Local Government Pension Fund of the Year awards (those with assets over £2.5bn). The nomination was based on strong investment performance, a high funding level and effective governance. The West Sussex Fund has a clear strategy and has been successful in choosing managers with an ability to generate strong investment returns. Over the year to date, the Fund returned 7.1%, significantly above a market return of 3.1%, and over three years it has returned 10.6% versus a market return of 8.8%. While the Fund did not receive an award this year it continues to be a competitive contender in the category and to perform strongly for its investors. The Fund has also been confirmed by Ministry of Housing Communities and Local Government (in their role as funding regulator for the Local Government Pension Scheme (LGPS)) as best-funded open local authority LGPS fund in the country, reflecting the prudent management of investments by the Panel and officers.

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## **Open and transparent**

### **25 County Council Funding (Cabinet Member for Finance and Resources)**

The County Council has saved over £216m between 2010/11 and the current financial year, and seen core funding from the Government reduce by £145m over the same period. Despite this the budget gap is significant and current estimates suggest that it will be around £145m over the next four financial years, before any council tax increase. The County Council faces growing demand pressure in statutory services; in adults' social care, children's social care and for supporting residents who have special educational needs. This is set against continued reductions in core funding from central government, with austerity expected to extend into the medium term impacting local authority funding. There are plans in place to close the budget shortfall in 2019/20 which include strict controls on staff recruitment; going through spend line by line to ensure that it delivers the West Sussex Plan ambitions. The County Council is legally obliged to set a balanced budget and can no longer close shortfalls on the scale required by incremental efficiency savings alone so it will have to take some very difficult decisions on what to reduce.

### **26 Audit opinion on the annual Statement of Accounts (Cabinet Member for Finance and Resources)**

The County Council's external auditor Ernst and Young (EY) issued its audit opinion on the annual Statement of Accounts for 2017/18 for both the County Council and the Pension Fund on 24 July. This is the first year that the accounts had to be produced and audited in line with the new statutory deadline of 31 July. The auditors have again given the County Council a clean bill of health (for the ninth year running) on both the accounts and the value for money conclusion. Within their value for money work EY examined the County Council's commissioning, procurement and contract management arrangements and the Council's financial resilience. EY concluded that adequate arrangements were in place during the year for commissioning, procurement and contract management and noted that further improvements will be made in the forthcoming year. EY were satisfied that adequate arrangements were in place to ensure the Council remained financially resilient. However, like many other councils, West Sussex remains subject to significant financial pressures and uncertainties over the medium term. They then concluded that continued robust financial planning and monitoring arrangements, financial discipline and a preparedness to take difficult decisions will be required to maintain its financial resilience. The audited version of the accounts has been published on the County Council's [website](#).



## **Works in partnership**

### **27 Government and Parliamentary Engagement (Leader)**

Following the passing of the notice of motion at July's full Council meeting, the Leader and the Cabinet Member for Education and Skills wrote to Damian Hinds MP, Secretary of State for Education, calling for a greater role for local authorities in improving the performance of failing academies. As a result, the Leader is meeting Lord Agnew, Parliamentary Under Secretary of State for the School

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System, in November. Following the separate notice of motion on citizenship for looked after children, the Leader and the Cabinet Member for Children and Young People have written to Rt Hon Caroline Noakes MP, Minister of State, to highlight the issues relating to the level of citizenship-fees charged for looked after children. The Leader has also written to Andrea Leadsom MP following her appointment as chair of the cross-government ministerial group on family support, highlighting the County Council's commitment to improving outcomes through early intervention and offering our support. The County Council has also raised with West Sussex MPs the need for sustainable local government funding; seeking action from central government as the County Council seeks to address the significant £145m budget gap that is projected over the next four financial years.

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**Background Papers**

None