

# Performance and Resources Report – December 2024

## Introduction

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

## Performance Summary - The Council Plan

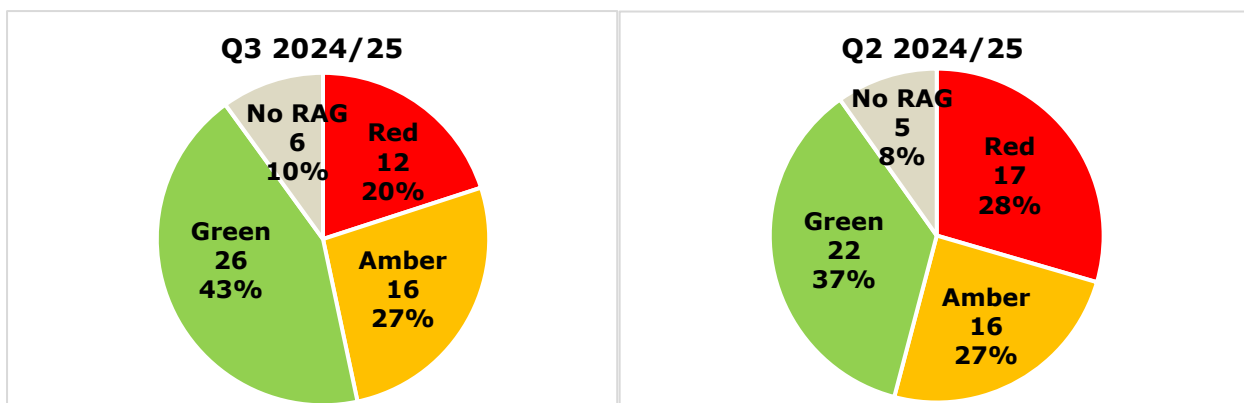
2. **Appendix 1** provides a table of performance by Council Plan priority with details of measures reported in the relevant Portfolio Section. **Table 1** provides a summary of the latest RAG status and year end forecast on the 60 measures.

**Table 1 – Q3 Performance Summary Compared To Year-End Forecast**

	Q3 Position 2024/25	Year End Forecast 2024/25
Red	12	10
Amber	16	21
Green	26	27
No RAG	6	2
<b>Total</b>	<b>60</b>	<b>60</b>

3. **Graph 1** provides a comparison of the latest 60 RAG status measures with the previous reporting period.

**Graph 1 – Q3 2024/25 Performance Summary Compared To Q2 2024/25**



## Performance Summary by Priority

### Keeping People Safe from Vulnerable Situations

4. West Sussex County Council has recently completed over £1.0m worth of **transport improvements outside primary schools as part of [active travel to school schemes](#)** to encourage families to leave their cars at home and choose active, sustainable travel options for the school run. A key part of this is the School Streets initiative which aims to reduce traffic and make the space outside the school gates safer, encouraging walking, wheeling, or cycling as a more desirable option for the journey to school. By restricting traffic on roads outside schools during drop-off and pick-up times, with exemptions for residents, emergency services, and Blue Badge holders, these areas become pedestrian and cycle only zones. Following a successful trial, the experimental traffic restrictions outside the three schools, Arundel Church of England Primary School in Arundel, Thomas A Becket Junior School in Worthing and Swiss Gardens Primary School in Shoreham, have now been made permanent.
5. **[Teasel Close Children's Home in Crawley received an overall rating of 'Good' following a recent OFSTED inspection.](#)** Teasel Close looks after up to five children aged 12 to 17 and aims to provide a warm and caring environment where the young people are supported in coming to terms with their past and current issues and begin to prepare for their future. The new report returns Teasel Close to its 'Good' status after it was briefly downgraded to 'Inadequate' following an inspection earlier this year. The work to bring the home back up to 'Good' was recognised by OFSTED with inspectors particularly noting the positive relationships that staff have with the children.
6. Also, **[Breakwater Children's Home in Shoreham was given an overall rating of 'Outstanding' by OFSTED](#)** following a two-day inspection. The residential children's home supports up to six children aged 12 to 18 who have social, emotional and mental health needs. In the newly published report, inspectors found that the staff at Breakwater are passionate, devoted and support children to do well, while the children themselves feel safe living within the home, having full trust in the team that looks after them. This means that all six of the County Council's children's homes in West Sussex are judged to be "Good" or "Outstanding".
7. The County Council's Meals On Wheels provider Health and Independent Living Support (HILS) made some special visits during **[National Meals on Wheels Week](#)** in October to promote the valuable service they offer to customers across the County. HILS delivers around 3,000 meals each week to homes across the county, 365 days a year to residents in the community who are elderly, disabled, or housebound that want to remain independent in their own homes. To mark Meals on Wheels Week, West Sussex Fire and Rescue Service helped HILS deliver a meal to customers while conducting Safe and Well Visits.
8. **[Firefighters have completed a successful joint training exercise](#)** with HM Coastguard, RNLI and the Chichester Harbour Master to test their procedures in the event of a serious boat fire. The mock incident arranged by Chichester Harbour Conservancy, saw crews respond to a simulated fire on a barge at sea and rescue a person from the engine room. Fire crews from Chichester, Selsey, and East Wittering attended the incident alongside HM Coastguard and RNLI.

## **A Sustainable and Prosperous Economy**

9. The [regeneration of part of Bognor Regis seafront](#) to help make it a top destination for residents and visitors has started. Improvements to the Esplanade commenced in November and extend from Lennox Street to Clarence Road. The Bognor Regis Esplanade Public Realm Improvement project supports the broader seafront regeneration, and will help ensure the area is accessible, safe and well connected. It features a variety of upgrades including new pedestrian crossings, a walkway connecting on-street parking with the sea wall, and essential traffic-calming measures. A key feature is the reduction of the speed limit to 20mph, ensuring a safer, more enjoyable environment along the esplanade. This initiative is part of a larger vision to revitalise Bognor Regis, offering a modern and inviting seafront that balances functionality with public enjoyment.
10. In the first six months of the year, [almost 40,000 safety related defects on highways across West Sussex have been repaired as the County Council](#) retains its commitment to better roads. This year the County Council invested an extra £13 million to actively tackle the problem of deteriorating roads and keep the county moving.

## **Helping People and Communities Fulfil Their Potential**

11. Positive messaging around autism in schools was at the heart of the [West Sussex Autism and Wonderfully Wired Ambassadors Conference](#) which took place in November. More than 15 ambassador groups from across West Sussex, made up of neurodivergent pupils and some of their neurotypical peers, attended the conference which was organised by the County Council. The unique conference was made possible through the Autism In Schools Project, funded by the NHS Sussex Integrated Care Board. One of the project's key objectives is to communicate positive messages about autism in schools and to ensure that the autistic perspective is heard, understood and acted upon in schools throughout the county.
12. The County Council announced a [major expansion of its stop smoking services](#), to support residents to quit smoking for good. Funded by a Government grant, the expanded Smokefree West Sussex Services have increased the amount of free support available to help smokers to quit and provide more choice in how they choose to quit. The services now include:
  - A new specialist stop smoking service 'Quit4Wellbeing', offering face-to-face and over-the-phone support.
  - A new Smokefree app, available to support West Sussex residents over the age of 18 to quit smoking.
  - A new 'Smokefree West Sussex' phone line for help in accessing stop smoking services.
13. [Twelve students from Crawley College have successfully completed the latest IGNITE programme](#) run by West Sussex Fire and Rescue Service. The course aims to promote personal resilience, improve wellbeing, strengthen relationships, and build healthy communities. During the course, the young people

aged 16 – 19 took part in a diverse programme of firefighter simulated exercises and activities to support their social and emotional development.

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

14. West Sussex County Council's [Public Health Team has been honoured with the 'Best Equality, Diversity and Inclusion Employer' award](#) at the Local Government Chronicle (LGC) Workforce Awards 2024, highlighting their innovative approach to recruiting staff from diverse backgrounds and communities. The team's efforts to enhance inclusion and diversity within its workforce through advancing its recruitment practices were commended during a live judging panel. Celebrating diverse cultures, listening to staff needs, and embedding support into practice, were also recognised in receiving the award.
15. The **West Sussex Fire and Rescue Service has launched a public consultation to review its Emergency Response Standards**. The proposed changes will not affect the location of any fire stations or fire engines within West Sussex or change the time it takes for a fire engine to attend an incident, but will bring the way the service measures its performance in line with other fire and rescue services to allow for greater transparency. Details on the [proposals and consultation document can be found on the County Council's website](#) until 27<sup>th</sup> February.

## **Protecting the Environment**

16. West Sussex County Council has partnered with its recycling and waste contractor Biffa, to [launch a new Waste Prevention Community Grant Fund for community-based household waste prevention projects in West Sussex](#). The fund has been launched to support community groups, residents' associations, charities, community interest companies (CICs) and social enterprises deliver innovative initiatives to reduce household waste at a local level. The aim is to change how people think about the things they no longer want or use and will encourage repair, reuse and recycling instead of throwing things away. Community-based projects that tackle categories of waste such as food, furniture, plastics, textiles and electricals will be considered. The fund aims to support activities that help local people conserve resources, prevent household waste and reduce dependency on single use products and packaging.
17. In collaboration with Biffa, the [County Council has launched its second Reuse shop at the Worthing Recycling Centre](#) as part of the Council's commitment to reduce waste and encourage reuse. This shop builds on the success of the first at Billingshurst Recycling Centre which has rescued over 51 tonnes of materials since it opened in 2022. Local residents can donate and buy all kinds of quality preloved items at the Reuse shops, to give gently used things a second life. Reusing is better for the environment than recycling as it means items can be put to good use without using energy to re-process and turn them into something new.

## Finance Summary

18. The forecast portfolio revenue outturn position for 2024/25, as at the end of December, is currently projecting an overspend on services of £32.430m, an increase of £4.990m when compared to September. However, once non-portfolio service budgets are factored into the position, the County Council is projecting a **net £30.528m overspend**, an increase of £4.368m when compared to September. This represents 4% of the overall budget.
19. The reported overspend is above the contingency level, therefore all **funding options continue to be considered to offset the net £7.2m current projected shortfall**. The Q4 report will provide details on the outturn position and actions taken during the year end.
20. **Table 2** reports the projected revenue outturn position by Portfolio. Full details and explanations of service positions are set out in the Portfolio Sections at the end of this report.

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

PORTFOLIO	CURRENT NET BUDGET (£'000)	PROJECTED OUTTURN VARIATION (£'000)	VARIATION %
Adults Services	262,920	19,200	7.3%
Children & Young People, Learning & Skills	221,559	11,330	5.1%
Community Support, Fire & Rescue	52,190	115	0.2%
Environment & Climate Change	79,237	540	0.7%
Finance & Property	32,125	1,870	5.8%
Highways & Transport	47,210	485	1.0%
Leader	2,946	-373	-12.7%
Public Health & Wellbeing	0	0	0.0%
Support Services & Economic Development	35,304	-737	-2.1%
<b>Portfolio Total</b>	<b>733,491</b>	<b>32,430</b>	<b>4.4%</b>
<b>Non Portfolio (Excluding Contingency)</b>	11,494	-922	-8.0%
<b>Sources of Finance</b>	0	-980	-100.0%
<b>Contingency</b>	23,348	0	0.0%
<b>Overall Total</b>	<b>768,333</b>	<b>30,528</b>	<b>4.0%</b>

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

**Key:**  
■ and ■ - Reports the Q3 Overspend or Underspend Projection  
■ and ■ - Reports the Q2 Overspend or Underspend Projection

21. Further details of the revenue position are reported below and is available within the individual Portfolio Sections of this report.

## Actions Update – ELT In Year Actions, Workforce and Spending Controls

22. The outturn position will largely be determined by demand, volumes and the management of price within social care related budgets. The County Council therefore continues to focus on reducing costs by encouraging services to moderate expenditure through prudence, restraint and heightened value for money (VfM). Whilst these actions alone cannot offset the pressure reported, it is essential to reduce overall expenditure and convey the importance of controlling cost throughout the organisation.
23. In addition to Workforce and Spending Controls enacted earlier in the year, the Executive Leadership Team have taken further decisions during Q3 to reduce the projected overspend by agreeing specific mitigations or actions to reduce the overspend. These In-Year Actions totalling £4.1m are included within the latest projected position and are summarised in **Table 3**:

**Table 3 – ELT In Year Action Plan Summary - by Portfolio**

Portfolio	Action	In Year Saving Estimate
Children, Young People and Learning	2024/25 UASC Grant,	£2.300m
	Assumed Income from Health - Section 117 Cases	
	Supporting Families Programme Grant	
	Teachers Pensions Employers Contribution Grant	
	Core School Budget Grant	
Community Support, Fire and Rescue	Greater Optimisation of Grant	£0.420m
	Further Staffing Review – Review/ Hold Vacancies	
	Drawing of Reserve – One off Tax Refund Opportunity	
Environment and Climate Change	Use of MRMC Reserve to Offset Additional Disposal Costs	£0.570m
Highways and Transport	Maximisation of Grants	£0.380m
Finance and Property	Further Staffing Review – Review/ Hold Vacancies	£0.110m
	Additional Income Generation (FAS)	
Support Services and Economic Development	Further Staffing Review – Review/ Hold Vacancies	£0.320m
	Deferral of IT Contract Expenditure into 2025/26	
	Reduction in Legal Services Expenditure	
	Reduction in HR Expenditure (Training, Management Costs)	
<b>Subtotal</b>		<b>£4.100m</b>

24. To date, the majority of these actions are on track to be delivered.
25. In addition, in recognition of the on-going pressures within Adult Services, no specific financial saving value was set as part of this exercise, however the service was tasked with delivering mitigations to reduce overspending within the Portfolio.

26. To ensure all teams within the County Council are aware of the current financial position in which the council is operating, there have been a series of communications by the Chief Executive to staff, including an all-staff written internal message and a question and answer (Q&A) session on the budget which took place in November. These communications have reiterated to staff the need to be mindful of how money is spent, to reduce waste and get best value for money. Through this inclusive approach, all officers can contribute towards the safeguarding of the County Council's finances, and in-turn the services provided to West Sussex residents.
27. The council-wide spending controls imposed by the Executive Leadership Team earlier this year continue to be enforced, delivering in-year savings and mitigations. Details of these savings are noted in the relevant Portfolio Sections of this report. These spending controls include:
- Workforce Controls
    - Staffing vacancy and recruitment management decisions to be undertaken by Directorate Leadership Teams on a case-by-case basis.
    - Review and on-going monitoring of agency staff and overtime.
    - Agency staff to be encouraged to work with the Council through the use of fixed-term contracts or appointments to vacant posts after 14 weeks or more.
  - Spending Controls
    - Professional network events are still encouraged however external, non-apprenticeship training opportunities will be subject to individual Department Leadership Team agreement.
    - Optimise pool car assets, with staff reminded on the benefits of using pool cars which will help reduce in-year mileage claims.
    - Optimisation of grant allocations to ensure grant funding is utilised in the most efficient way.
28. In addition, work is underway looking at the wider budget and staffing implications of:
- A review of duplicate staffing roles across the organisation and to assess if roles could be merged/ better co-ordinated (part of a cross-cutting saving workstream).
  - Potential workforce reductions through planned restructures (already included as part of savings proposals).
  - Greater focus on staff retention to further reduce turnover and cost.
29. With the knowledge and expertise on service obligations, individual Directorate Leadership Teams (DLTs) are leading this challenging work. Staff wellbeing is of concern and to avoid exacerbating current levels of sickness absence or turnover, the aim will be to avoid unnecessary paperwork processes as DLTs carry out this essential decision making. It is important to note that in all instances these measures represent a closer focus on expenditure, rather than a complete freeze on spending.

## Financial Risks and Updates

30. The individual portfolio sections within the report explain the key movements which have occurred during the year, however the main financial risk areas to note across council services include:
- Growing demand and complexity of need in adults and children's social care.
  - Increases in the cost and cohort of adult lifelong services provision.
  - Pending cases in adult social care financial assessments and data processing.
  - The growing need for and the cost of external placements for children.
  - The continued necessity to use unregistered placements for children.
  - The rising numbers of children requiring high needs education.
  - Rising demand and cost of Home to School Transport provision.
  - Loss of Service Level Agreement (SLA) income due to school academisation.
  - Volatility of waste volumes and recycle rates.
  - Impact of updates to waste disposal legislation (POPS).
  - Rising cost of reactive maintenance.
  - Impact of nationwide change to National Concessionary Fare charges.
  - Delays in achieving savings.
31. As part of the budget setting process for 2024/25, the County Council allocated £54.1m for service pressures and £27.8m for pay and price inflation to assist services with inflation pressures, including an estimated pay increase of 3%. Many high-value contract inflation values were set prior to April 2024 and inflation increases were built into budgets.
32. During the 2023/24 financial year, inflation rates in the UK fell from exceptionally high levels. The latest Consumer Price Index (CPI) data shows that inflation rose by 2.5% in the 12 months to December 2024, down from 2.6% in November, and well below its recent peak of 11.1% in October 2022.
33. In October, the **National Joint Council (NJC) pay award for 2024/25 was agreed**. A flat rate payment of £1,290 (pro rata for part-time employees), backdated to 1<sup>st</sup> April 2024 was confirmed. For HAY and SMG pay scales the County Council agreed to mirror the national award of 2.5%. As previously reported, these in-year awards will be funded by the 3% pay inflation allocation held within service staffing budgets and a required £2.012m transfer from the in-year Contingency Budget.
34. Negotiations continue in relation to Soulbury 2024/25 pay with the Employers offering a 2.5% pay award, which has been rejected.
35. The Government's **Chagossian British Overseas Territories Citizenship scheme** went live in November 2022 with many eligible Chagossians living in Mauritius applying for the scheme. West Sussex has historically been home to many Chagossian families who have largely settled in or around the Crawley area. Over the last nine-months, there has been a significant increase in the number of families arriving in the UK and wanting to settle in the County. Many families who arrive need emergency accommodation and other practical support which fall within the County Council statutory duties. This is an issue recognised by Central Government, with the County Council and Crawley Borough Council working together to meet this new demand. As a result, the Government has agreed specific



support, including elements described as New Burdens Funding, to cover additional costs incurred by both Councils. Full details along with the claim process are currently being discussed. At this time, it is assumed that all additional expenditure being incurred by the County Council will be fully funded by Government Grant.

36. The **Council holds risk relating to outstanding aged debt**. Debt is monitored closely throughout the year with an annual refresh of the Doubtful Debt Provision undertaken at year end and reported within the Q4 Performance and Resources Report. Largely due to the legacy period of the Covid-19 pandemic, the County Council has needed to increase its Doubtful Debt Provision in recent years, and it should be noted that as debt ages, it becomes harder to retrieve. Legal and Finance Debt Recovery Teams continue to actively pursue the recovery of the aged debt.

## **Service Portfolios**

37. The **Adult Services Portfolio** is currently projecting a £19.2m overspend, an increase of £4.1m when compared to September. This projection is based on current information and quantifiable risks, and also makes allowance for the uncertainties during the winter season, acknowledged as the most volatile time of year for service demand. Therefore, the financial forecast should be viewed as the central estimate across a risk range of up to £20.5m, although equally, there is potential for a reduction depending on customer numbers.
38. The portfolio's financial pressure is largely driven by underlying demand growth within the Older People and Lifelong Services cohort care budgets, real term's price pressures, the impact of "private run-outs" - new customers funded by the County Council following the depletion of private funding, a shortfall on the planned savings expected to be delivered this financial year and the increasing number and complexities of children transitioning into Adults. Further details are available in **Section 1**.
39. The **Children and Young People, Learning and Skill's Portfolio** is projecting a £11.330m overspend, an increase of £2.130m when compared to September. This position is largely due to an increase in Children We Care For placement costs provision and a shortfall in planned savings.
40. The portfolio's financial position remains volatile, and there is a risk that the overspend projection could increase further if placement demand and unit rates increase above that forecast in the final quarter of 2024/25. However, it should be noted that there are a number of appropriate actions in place helping to manage these risks and ensure that all possible mitigations are undertaken. Further details are available in **Section 2**.
41. The deficit balance within the **Dedicated Schools Grant (DSG) Unusable Reserve, currently** totals £71.6m. Based on the latest in-year forecast, a further £59.9m overspend is projected in 2024/25. This would increase the overall DSG overspend to £131.5m by the end of the financial year. Work to clear Education, Health and Care Plans (EHCP's) awaiting assessment continues, which is likely to increase the overspend further as more children are identified as requiring support.

42. The DSG deficit remains a key concern and the County Council continues to lobby Government for a longer-term solution beyond 2025/26 when the DSG statutory over-ride is due to end. It should also be noted that the deficit balance will continue to have an adverse effect on the County Council's cash flow and return on investments. Currently the forecast deficit is projected to result in a loss of investment income of £5.3m in 2024/25. Further details are available in **Section 2**.
43. The **Community Support, Fire and Rescue Portfolio** is reporting a £0.115m overspend, a decrease of £0.405m when compared to September. This decrease largely relates to increased Registrations Service income alongside the further utilisation of eligible grants identified as part of the ELT In Year Action Plan.
44. As previously reported, the portfolio continues to forecast financial pressures relating to additional coroner costs, the loss of Home Office Firelink Grant and the cost of the Airwave radio system. Further details are available in **Section 3**.
45. The **Environment and Climate Change Portfolio** is reporting a £0.540m overspend, a decrease of £0.875m when compared to September. This decrease largely relates to a reduction in utility consumption and energy prices following a fall in rates, alongside the impact of drawing £0.540m from the MRMC Reserve, as agreed as part of ELT's In-Year Action Plan, to help meet the cost of the works to reconfigure the Mechanical and Biological Treatment Plant and the associated increase in disposal costs. Further details are available in **Section 4**
46. The **Finance and Property Portfolio** is reporting a £1.870m overspend, an increase of £0.070m when compared to September. The rise in the projected overspend largely relates to holding costs at Woodlands Meed College as a direct consequence of the contractor entering administration. The County Council will seek to recover these costs from the administrator; however, the likelihood of success remains unclear. Further details are available in **Section 5**.
47. The **Highways and Transport Portfolio** is reporting a £0.485m overspend, a decline in the position when compared to the balanced budget reported in September. There have been a number of changes in the projected position this quarter including, a reduction in the amount of Highways Agreement Income expected, additional underspending on the Street Lighting PFI contract following confirmation of winter electricity prices and the utilisation of transport grants in line with the ELT In Year Action Plan. Further details are available in **Section 6**.
48. The **Leader** Portfolio is reporting a £0.373m underspend, an increase in the underspend projection of £0.223m when compared to September. There have been a number of staffing vacancies held in accordance with the corporate workforce controls currently in place alongside the opportunity to utilise grant and other funding. Further details are available in **Section 7**.
49. The **Public Health and Wellbeing and Support Services Portfolio** continues to report a balanced budget. Further details are available in **Section 8**.
50. The **Support Services and Economic Development Portfolio** is reporting a £0.737m underspend, an increase in the underspend projection of £0.292m when compared to September. A number of changes are reported this quarter; however, the projection has largely reduced due to the impact of the activities within the ELT

In Year Action Plan which includes the deferral of IT expenditure, vacancy management and reduced expenditure within Law and Assurance.

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

51. Within the Non-Portfolio budget, the County Council is benefiting from the high Bank of England **interest rate**, although, the rate has fallen in recent months with a 0.25% reduction taking place on 7<sup>th</sup> November and a further 0.25% reduction on 6<sup>th</sup> February. Currently the Bank Rate stands at 4.5%. The 2024/25 budget presumes interest income of £11.0m, with the latest forecast projecting an additional £1.4m, an increase of £0.6m when compared to September.
52. The **Capital Financing Repayment** budget is projecting a £0.478m overspend, a small reduction of £0.012m when compared to September. This overspend is due to the useful lives of the assets financed by borrowing in 2023/24.
53. As reported in Q1, forecasts from the district and borough councils in relation to the **2024/25 Business Rates and Collection Fund receipts** reveal an additional £0.980m when compared to the amount projected in the budget. These funds are to be held in year to assist with the challenging financial position.
54. Within the County Council's overall budget for 2024/25, a **Contingency Budget** was allocated to assist with unplanned in-year pressures. The Contingency is separated into two elements:
  - **General Contingency – £12.0m.** Held to manage corporate risk.
  - **Social Care and Home to School Transport Pressures Contingency – £13.3m.** Held to manage the risks and uncertainties of social care.
55. As previously reported, the NJC, HAY and SMG pay awards for 2024/25 have largely been funded by the 3% budget allocation held within 2024/25 staffing budgets, however a **drawdown of £2.012m from the General Contingency Budget is required to fund the remaining balance.** The impact on individual service budgets has been reflected in this report.

## **Savings Update**

56. The 2024/25 savings target across all portfolios is £15.7m. In addition, there remains £10.7m of previous years which were re-profiled. Therefore, the **overall savings to be achieved in 2024/25 total £26.4m.**
57. To ensure that all savings are monitored with the same robustness and urgency, **Table 4** has amalgamated all the savings which require delivery.
58. Of the total £26.4m savings:
  - £17.8m (67%) - is judged as **delivered** or **on track** and has either been delivered as originally envisaged or through a different way,

- £1.4m (6%) - is judged as **at risk** where further work is required to ensure the saving can be achieved. If not the projected overspend will increase, and
- £7.2m (27%) - is judged as at **significant risk** with no expectation of delivery in-year. Red savings are reflected within the forecast outturn position.

59. The savings at greatest risk are within the Adult Services Portfolio where £3.4m of savings are no longer expected to be achieved in-year and a further £1.3m are judged as 'At Risk'. Plans have been put in place to reach the targets in full in future years, so their status should be seen as delayed rather than non-deliverable.
60. Children and Young People, Learning and Skills, Environment and Climate Change and Highways and Transport Portfolios are also reporting savings which are no longer expected to be delivered this year alongside 'At Risk' savings although the level of these has diminished. Details of each saving is reported within the Portfolio Sections of this report.
61. **Table 4** summarises the savings position by Portfolio. Details of each saving is included in the separate Portfolio Sections.

**Table 4 – Savings Summary**

	<b>RED</b>	<b>AMBER</b>	<b>GREEN</b>	<b>BLUE</b>	
<b>Total Savings 2024/25</b>	<b>Significant Risk Not Delivered</b>	<b>At Risk</b>	<b>On Track Delivery In Year</b>	<b>Delivered On an On-Going Basis</b>	<b>Total</b>
Adults Services	£3.400m	£1.348m	£-	£4.691m	<b>£9.439m</b>
Children and Young People, Learning and Skills	£1.920m	£-	£2.572m	£4.345m	<b>£8.837m</b>
Community Support, Fire and Rescue	£-	£-	£0.400m	£0.175m	<b>£0.575m</b>
Environment and Climate Change	£0.696m	£0.103m	£1.310m	£-	<b>£2.109m</b>
Finance and Property	£-	£-	£0.540m	£0.300m	<b>£0.840m</b>
Highways and Transport	£1.200m	£-	£1.950m	£-	<b>£3.150m</b>
Leader	£-	£-	£-	£-	<b>£-</b>
Public Health and Wellbeing	£-	£-	£-	£-	<b>£-</b>
Support Services and Economic Development	£-	£-	£-	£1.480m	<b>£1.480m</b>
<b>TOTAL</b>	<b>£7.216m</b>	<b>£1.451m</b>	<b>£6.772m</b>	<b>£10.991m</b>	<b>£26.430m</b>

**Savings Key:**

<b>R</b> Significant Risk	<b>A</b> At Risk	<b>G</b> On Track	<b>B</b> Delivered
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## Revenue Grants

62. Since the creation of the 2024/25 Budget, the County Council has been awarded a number of new revenue grants totalling £33.2m, for which there are associated spending plans and therefore have a net nil impact on the overall financial position. Details of these allocations are reported in **Appendix 3**.

## Capital Programme Summary

63. The Capital Programme, approved by Council in February 2024, totalled £131.6m for 2024/25. During 2023/24, £0.9m, originally profiled to be spent in 2024/25, was accelerated into 2023/24, revising the capital programme down to £130.7m.
64. Profiled spend has since decreased by £16.6m, £4.5m since September, to give a forecast spend for 2024/25 of £114.1m. Although spend is broadly in-line with the capital budget, it should be noted that the nature of capital spend means variations in year are expected. **Table 5** provides further details of the main areas of capital investment this year.

**Table 5 – Listing of Main Capital Programme Projects by Portfolio**

Portfolio	Main Capital Programme Projects In 2024/25	2024/25 Projected Expenditure
Children and Young People, Learning and Skills	Children's Homes SEND Programme Basic Need Programme Community School Capital Maintenance	£26.400m
Community Support, Fire and Rescue	Fleet Replacement Programme Fire and Rescue Equipment Block Programme	£2.361m
Environment and Climate Change	Asset Decarbonisation – Carbon Net Zero Energy Services – Solar PV and Battery Storage Property Maintenance – Carbon Net Zero	£7.971m
Finance and Property	Facilities Management - Structural Maintenance Broadbridge Heath Park Accessibility Audit	£5.321m
Highways and Transport	Highways Annual Works Programme A284 Lyminster Bypass A259 Bognor to Littlehampton Corridor Enhancement Bus Services Improvement Plan Electric Vehicle Chargepoints	£59.461m
Leader	Crawley Growth Programme Burgess Hill Growth Programme	£0.650m
Support Services and Economic Development	Capital Receipts Funding for Eligible Revenue Projects Investment in Technology - Block Business Rates Pilot – Gigabit Voucher Scheme	£11.940m
<b>Projected In-Year Capital Expenditure</b>		<b>£114.104m</b>

65. Details of each in-flight capital project are reported within individual portfolio sections; however, **Table 6** provides a summary of projects which are judged to have a 'Red' RAG performance status this quarter.

**Table 6 – Listing Capital Projects by Portfolio with a Red RAG Status**

Project Detail	Narrative	Performance RAG Status		
		Time	Quality	Cost
<b>Children and Young People, Learning and Skills Capital Projects</b>				
Midhurst Rother College Increased Hygiene Provision	The project is on hold until the development agreement between the County Council and Academy is signed.	R	G	G
Worthing High School	Project is on hold. Discussions ongoing with school about scope and affordability. School is seeking approval for a School Managed Project.	R	G	R
<b>Environment and Climate Change Capital Projects</b>				
Flood Management	Land access issues have resulted in parts of the scheme being deferred into future years.	R	G	A
<b>Finance and Property Capital Projects</b>				
Halnaker Windmill – Heritage Asset Improvements	Phase 1 works scheduled for October were aborted due to poor ground conditions, adverse weather and the presence of long-eared bats.	R	G	A
<b>Highways and Transport Capital Projects</b>				
LED Streetlight Conversion	Progress has been made with the Deed of Variation. Cost and time pressure arising from significant delays.	A	G	R
<b>Support Services and Economic Development Capital Projects</b>				
Business Rates Pilot - Converged Fibre	The Supplier is undertaking remedial works under the original contract. This will not require additional funding but will require additional time.	R	R	G

**Key:**

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


66. The Capital Programme Budget Monitor, as at December, is reported in **Appendix 4**.

## Corporate Risk




67. The County Council's corporate risks are reviewed regularly to ensure risks are understood and appropriate mitigation takes place with the Corporate Risk Register reported to the Regulation, Audit and Accounts Committee. There are 13 risks in the Corporate Risk Register with four areas assessed as High Risk – Cyber Security, Financial Sustainability, Recruitment and Retention and Oracle Implementation.

68. Risks which have a direct impact on a specific portfolio are reported in the Portfolio Sections of this report, however **Table 7** summarises changes to the Corporate Risk Register since the last quarter.

**Table 7 – Corporate Risk Updates**

Risk No	Risk	Action	Reason	Previous Score	Current Score
CR58	Failure of social care provisions	<b>Risk severity increased</b>	The impact of the Government's Autumn Statement on the care market – notably the increase in Employer National Insurance contributions and National Living Wage.	12	20 

**Key:**

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

## Workforce

70. **Appendix 6** reports that of the twelve workforce KPIs with a RAG status indicator, five are rated 'Amber – At Risk' and seven are 'Green – On Track'. This compares to last quarter's data, where there were seven Amber and five Green status KPIs.
71. Five of the KPIs relate to the staff Pulse Survey results. The annual survey was undertaken in September 2024 and achieved a response rate of 55% with over 3,600 responses. The figures for the five KPIs have been updated to reflect the results of the survey. In summary:
- **Remained Amber** - *"My ideas and opinions are valued and are used to help shape the way we work and our future planning"*
  - **Changed from Green to Amber** - *"I am treated with dignity and respect by my work colleagues"*
  - **Changed from Amber to Green.** *"I have regular meaningful conversations with my manager about my Performance/ wellbeing".*
  - **Changed from Amber to Green.** *"I am part of a supportive team where we regularly reflect on our successes and challenges enabling us to continuously improve".*
  - **Reported as Green** - *"I have access to good Learning and Development opportunities to enable me to be effective in my job".* This question replaced *"I have good opportunities to develop my skills and knowledge in line with my role and my aspirations".*

72. There are three other KPIs which continue to report an Amber RAG status:
- Rolling 12-month turnover rate
  - Rolling 12-month average number of calendar days lost due to sickness absence per FTE.
  - Employee declaration rate for diversity data.
73. Further details relating to the Workforce KPIs are available in **Appendix 6**.

## **Sections and Appendices**

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

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