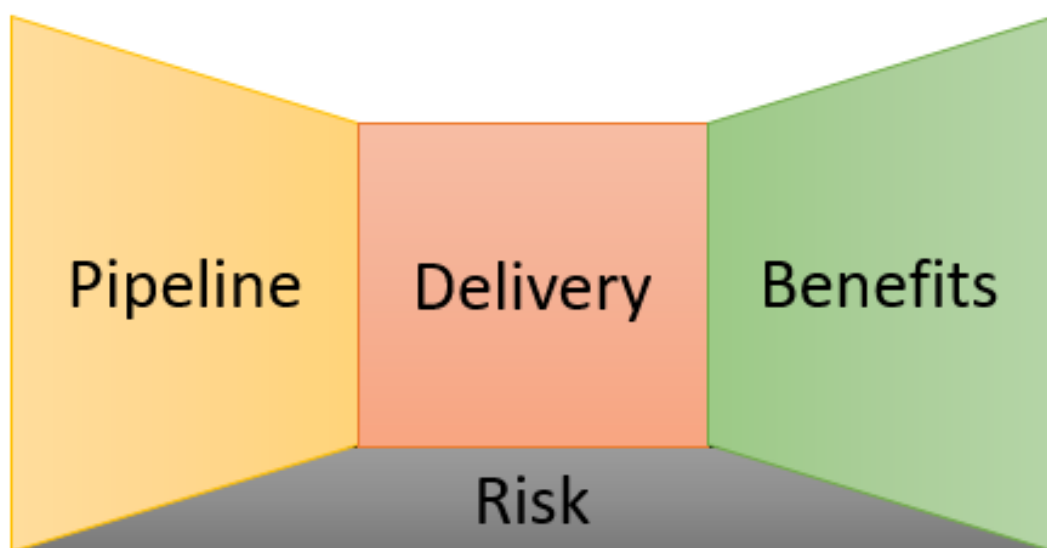


Capital Programme 2020/21 – 2024/25

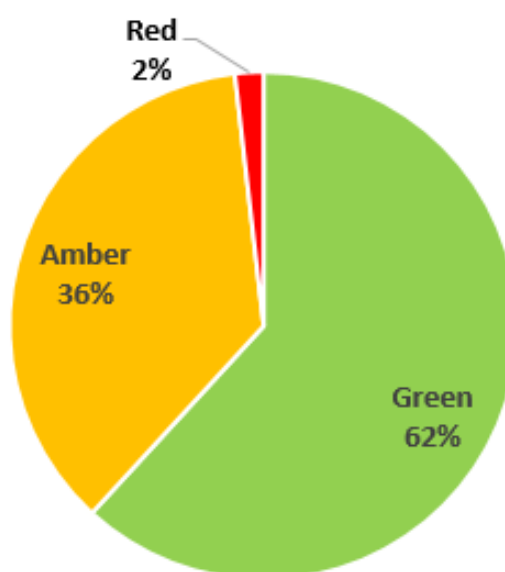
2020/21 Quarter 2 Performance Report



1. Pipeline

- 1.1 Projects that remain in a development stage are considered to be in the pipeline of the five-year capital programme. A standard approach towards developing demand from service asset strategies into deliverable projects includes two key gateway stages:
- Viability – where desktop studies identify the art of the possible, in order to scope an early long-list of options,
 - Feasibility – where a shortlist of options is selected for further study.
- 1.2 Following these stages, an options appraisal is considered via a business case and process in accordance with approval capital governance. If considered a priority, a preferred option is progressed for delivery stages of design and construction.
- 1.3 The Capital Programme Office (CPO) is currently monitoring the development of 56 programmes and projects in the Pipeline Stage. At the end of September 2020, 1 project reported red, indicating that significant issues in project development required consideration of the project's deliverability. 20 projects reported amber, indicating that there was uncertainty regarding completion of the next stage of the project's development.

Pipeline by RAG Status – September 2020



- 1.4 A summary of projects in Pipeline Stages where there are issues or uncertainty is set out in the table below:

Pipeline				
Project	Location	Gateway Clearance Planned	Current Profile	Notes
Adults Residential Services Phase 1	Various	September 2020	Amber December 2020	Delay bringing forward Strategic Outline Case

				following Covid-19 disruption
Children's Residential Phase 2 – x3 Children's Care Homes	Various	October 2020	Amber December 2020	Covid-19 related delays in programme development of feasibility studies. Decision on Design stage expected in December
Rural Connectivity Programme	Various	March 2020	Amber TBC	Publication of national guidance leading to rethink of programme to ensure strategic alignment
Chichester Growth Programme – Relocation of Hockey Pitch	Chichester	April 2020	Red TBC	Dependency on delivery-stage demolition of school site, currently delayed due to historical and ecological studies
Bognor Regis Enterprise Centre	Arun	July 2020	Amber January 2021	Review of options for delivery in light of Covid-19 impact, leading to delay of decision to January 2021
S106 School Improvement Programme – projects x4	Various	September 2020	Green	Cabinet Member Key Decision now taken
S106 School Equipment Programme	Various	September 2020	Green	Cabinet Member Key Decision now taken
SEND Phase 2 Special Support Centres x7	Various	September 2020	Green	Cabinet Member Key Decision now taken
Faygate Leachate Treatment Plant	Horsham	TBC	Amber N/A	Conceptual model to be developed. Options appraisal and decision timetable to be confirmed
Brookhurst Wood – Site HA	Horsham	TBC	Amber TBC	Strategic review of Waste Contract due in Spring 2021. Negotiations with contractor progressing

1.5 The following projects have been removed from the pipeline of proposed projects:

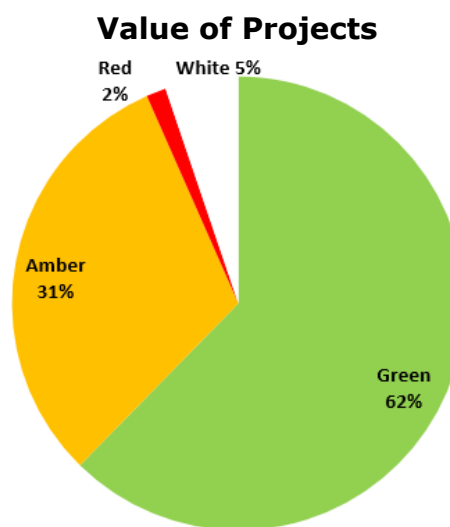
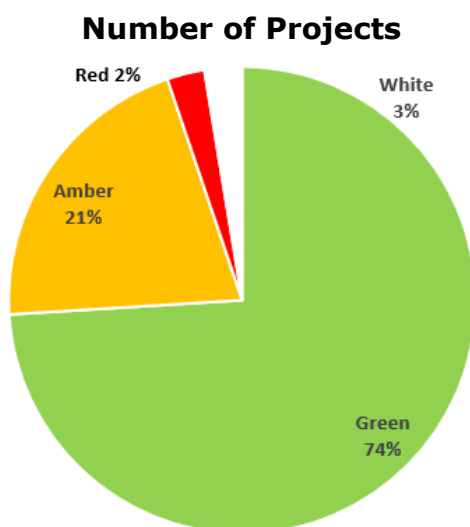
Projects Removed from Pipeline 2021/22		
Project	Location	Notes
Basic Need – Barnham Primary School	Arun	Project not viable, alternative site for provision of additional places in the area to be considered

SEND Strategy – SSCs - Midhurst area	Chichester	Project not viable, alternative provision for SEND places in the area to be considered
Hobbs Field	Horsham	Project initially brought forward as OPE enabler and part of Adults Residential Strategy. OPE opportunities not being pursued further, Adults strategic requirements subject to review. Project removed.

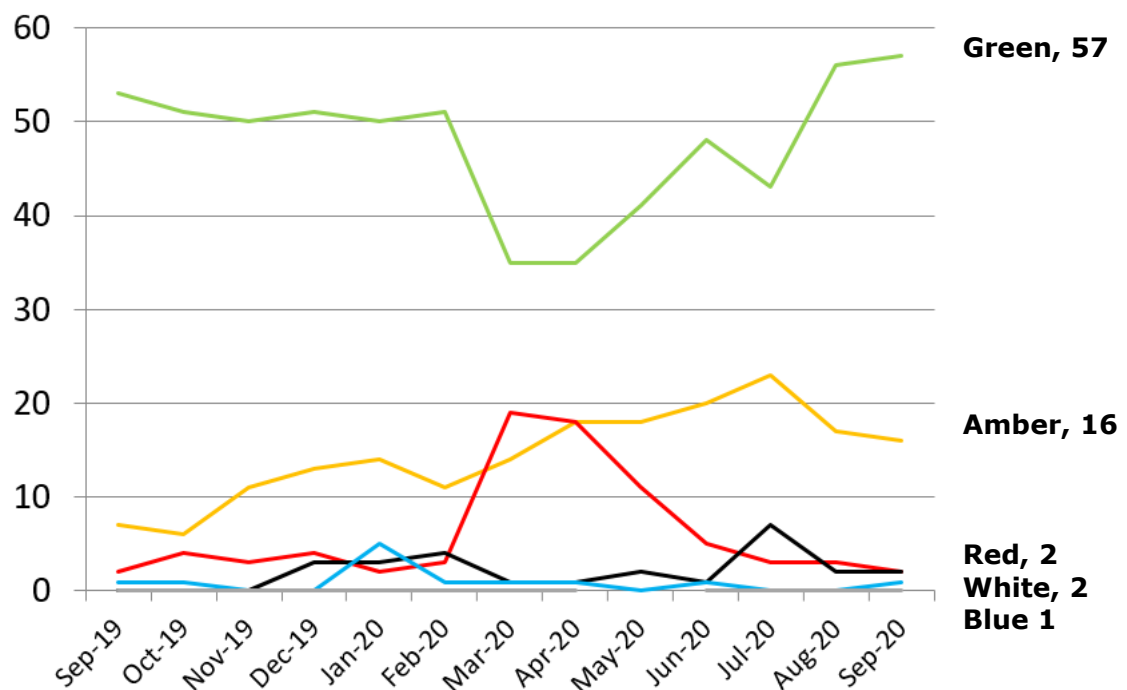
2. 2020/21 Delivery

- 2.1 Projects that are in design or construction phase, are considered to be in Delivery. Each project in delivery is subject to monthly highlight reporting. Project Managers produce highlight reports that are scrutinised by a technical officer "Hub" and a summary and analysis is presented in this report.
- 2.2 The highlight reports provide a colour-coded rating for each project as follows:
- **GREEN** - the project is reporting to plan
 - **AMBER** - there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team
 - **RED** - there are significant issues with the project, requiring corrective action
 - **WHITE** - no highlight report was submitted
 - **BLUE** - a project had reached practical completion
 - **GREY** - a project has been withdrawn from the programme
- 2.3 At the end of September, 57 projects in delivery were rated **GREEN**. 16 were rated at **AMBER**. 2 were rated as **RED**. Two projects did not produce a highlight report and have been reported as **WHITE**.

Projects by RAG status, September 2020



- 2.4 The graph below sets out monthly RAG statuses over the previous year:
13-Month Rolling Monthly Actual Number of Projects in Delivery by RAG status to September 2020



- 2.5 No highlight report was received for the following projects:

- Converged Fibre
- Felpham Community College

- 2.6 A summary of all projects is set out by portfolio in Appendix A. The table below sets out the projects rated **RED** at the end of September, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Scheme	RAG at 30 Sept	Reason	Impact	Updated position at 20 November 2020	
				Updated RAG	Latest Update
Demolition of Vacant Buildings – CHSB	Red (7)	Delay and potential additional costs from ecological survey and asbestos find	High (time)	RED	Funding will not be spent by deadline. Decision to be taken regarding funding of existing works and extent of further works, pending re-evaluation of options

Parklands	Red (29)	Contractor engaged in identifying and resolving remaining issues. Change Request pending	High (time/cost)	AMBER	Decision taken 13 November, subject to call-in period expiry on 24 November
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2.7 At the end of September, three projects had been completed in 2020/21:

April		
Project	Location	Description
Downslink	Various	Programme of improvements to the Public Rights of Way network
June		
Project	Location	Description
SEND Strategy - Herons Dale	Adur	Development of courtyard area to provide facilities enabling additional five pupils
September		
Project	Location	Description
Ifield Community College	Crawley	Provision of additional equipment to enable additional places to be taken up to cover a one-year bulge class

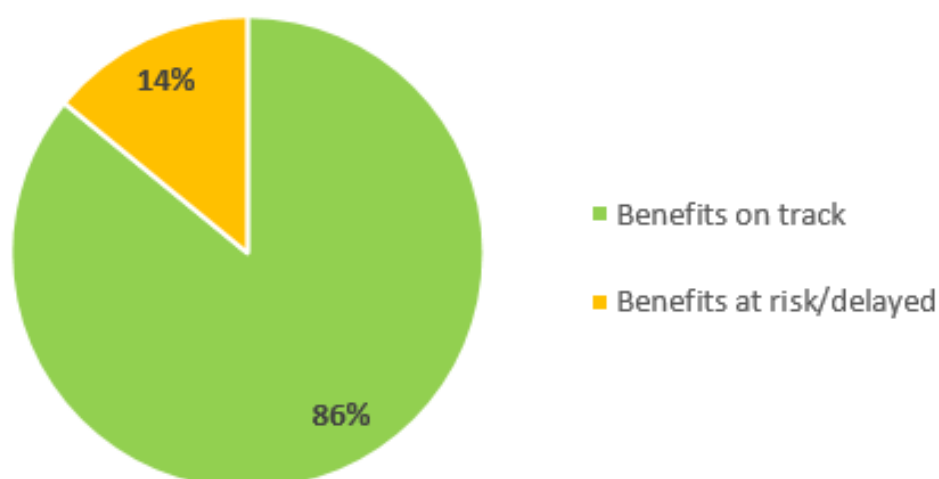
3. 2020/21 Benefits

- 3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.
- 3.2 Approved projects are required to identify at least one benefit to be tracked throughout the lifecycle of the investment and beyond project closure. Project benefits and measures are identified in each project's Full Business Case, along with review dates for monitoring their delivery and the benefit owners. The delivery of benefits is scrutinised by the service-specific officer "Hub" and progress is reported to the Capital and Assets Board.
- 3.3 The Benefits Tracker is currently monitoring 71 benefits to be delivered between now and March 2045.
- 3.4 A RAG rating is provided for each of the benefits:
- **BLUE** – benefits have been delivered
 - **GREEN** – benefits remain on track to be delivered
 - **AMBER** – benefits will still be delivered but may be delayed, reduced or there may be unexpected disbenefits
 - **RED** – benefits have not been delivered as anticipated

- **GREY** – benefits have been withdrawn from the tracker

3.5 Of the benefits remaining in the tracker at the end of September, 61 were reported to be on track for planned delivery, 10 were reported as delayed or “at risk”.

Benefits by RAG status – September 2020



3.6 A summary of the projects where the benefit is reported reduced or at risk is set out below:

Project	Location	Status	Issue	Benefit Outcome Status
A285 Road Safety	Chichester	AMBER AT RISK	Change in reporting methodology by Sussex Police likely to influence performance against target	AMBER
Bognor Regis Digital Hub	Arun	AMBER DELAYED	Employment space benefit delayed following Covid-19 site restrictions	GREEN
		AMBER DELAYED	Ultrafast digital capacity benefit delayed following Covid-19 site restrictions	GREEN
NHS Capital Grants No.2 BC	Worthing	AMBER AT RISK	Inflationary uplifts on care and support costs and changes to support requirements reducing savings benefit	AMBER
East Preston Junior School	Arun	AMBER UNDER REVIEW	Uptake of new places, pupil admissions data showing current PAN 85%, against target of 95% with full realisation planned for September 2022	GREEN
Felpham College	Arun	AMBER DELAYED	Delivery of new places delayed	GREEN
Manor Green Primary	Crawley	AMBER DELAYED	Temporary accommodation in place following delay in completion of construction	GREEN

Flintstone Centre Alternative Provision	Arun	AMBER AT RISK	Improved pupil attendance/ engagement in formal education	AMBER
		AMBER AT RISK	Revenue savings to be reviewed – expected to be slightly lower than planned	AMBER
The Meads School, East Grinstead	Mid Sussex	AMBER AT RISK	Uptake of new places, pupil admissions data showing PAN 80%, against target of 95% with full realisation planned for September 2022	AMBER

3.7 A summary of the benefits closed in 2020/21 is set out in the table below:

May		
Project	Location	Benefit
Ifield Community College	Crawley	Take-up of places in bulge class – benefit achieved
Windmills Junior	Mid Sussex	Take-up of places in bulge class – benefit achieved
September		
Children Looked After	Chichester	Revenue savings target from internal provision for Children Looked After – benefit achieved
Electric Vehicle Chargers	Various	Cost of electric vehicles exceeds that of petrol fleet vehicles – benefit not achieved

4. Risk

- 4.1 The capital programme risk register sets out the key risks to the delivery of the programme and significant risks to individual projects. The capital programme risk register sets out programme risks being managed by the Capital and Assets Board and project risks, which are managed by the appropriate service.
- 4.2 The Capital Programme Office is currently managing 14 programme risks and reporting 12 project risks managed by services.