

Public Document Pack

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15 May 2019

Dear Member,

Performance and Finance Select Committee - Wednesday, 22 May 2019

Please find enclosed the following documents for consideration at the meeting of the Performance and Finance Select Committee on Wednesday, 22 May 2019 which were unavailable when the agenda was published.

- | Agenda No | Item |
|------------------|--|
| 5. | PropCo Joint Venture (Pages 3 - 24) |
| 7. | Total Performance Monitor as at end of March 2019 and Outturn 2018/19 (Pages 25 - 90) |
| 8. | Capital Programme Quarter 4 Performance Monitor Report and Outturn 2018/19 (Pages 91 - 110) |

Yours sincerely

Tony Kershaw
Director of Law and Assurance

To all members of the Performance and Finance Select Committee

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Performance and Finance Select Committee

22 May 2019

Property development arrangements - procurement of a property development enterprise to work in partnership with the County Council
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Report by Executive Director of Place Services

Summary

The County Council has established a policy for strategic land acquisition and development that involves the County Council actively investing and/or carrying out direct development of land for longer term asset management. This approach has used the title 'Propco' to distinguish it from routine asset management. The PropCo Policy was approved in July 2016.

This report, and attached draft decision, proposes arrangements for, and procurement of, a joint venture partner to carry out property development on surplus County Council land. The estimated cost of setting up these arrangements will be £700,000 over two financial years, with funding being identified from reserves.

The focus for scrutiny

The Committee is asked to consider the attached draft Cabinet Member decision report and provide comments to the Cabinet Member for Finance and Resources prior to the formal decision being taken. Members are invited to note the possible areas of focus set out in paragraph 3.1.

Proposal

1. Background and Context

- 1.1 The principles included in the PropCo Policy were approved in July 2016 (Decision FIN02 16/17). The purpose of the Policy was to set out the principles that will govern the selective acquisition of assets and the direct or indirect development of land and property. This includes the active investment and development of land for wider community and economic benefits and longer term income generation.
- 1.2 The Policy approved recognised that in order to develop sites, the Council is likely to require significant development and construction support, as well as market research, legal and financial advice. As the programme has developed it has been necessary to appraise the benefits of different procurement approaches including:-

The appointment of a Strategic Development Partner: West Sussex Council could opt to achieve a multiple-site strategic

development/construction role through a single contractor or consortia selected to lead all development and construction work. The advantages include establishing a long-term partnering approach and potential supply chain efficiency, but it may inhibit competition on a project by project basis. (FIN02 16/17 paragraph 7.1c)

- 1.3 The PropCo Panel have recommended that in order to gain benefit from the Council's land holdings a property development delivery strategy that procures and forms a long term corporate partnership with a commercial property development partner should be established. This forms the basis of the proposed decision for the Cabinet Member for Finance and Resources, attached as Appendix A.

2. Proposal

- 2.1 The proposed Cabinet Member decision attached as Appendix A sets out the proposal for setting up a 'Public-Private Partnership' on an equal basis. The County Council will provide land for development and, if appropriate, funding. The partnering commercial enterprise will provide expertise, resources, risk management, resilience and funding to deliver the identified developments.
- 2.2 The details of the proposed partnering arrangements are set out in detail in the attached Appendix. This includes the consultation that has taken place, the financial resource and legal implications, risk assessment and other options considered.
- 2.3 It is estimated that the set up costs of the arrangements will be £700,000 across two financial years, 2019/20 and 2020/21. This includes the costs of gaining the external advice and support necessary for the set up and procurement arrangements.

3. Issues for consideration by the Select Committee

- 3.1 The Select Committee should consider the details provided in the attached draft Cabinet Member decision report, Appendix A, which has been informed through consultation with the PropCo Panel. Issues members may wish to explore include:-
- The requirement to place and maintain a pipeline of viable sites to continue the business development and planned financial returns
 - Whether it is comfortable for the partnership to operate at arm's length and in a commercial environment
 - the other options considered in reaching the proposed decision,
 - any research and findings into best practice arrangements of comparable schemes in other public sector organisations,
 - the County Council's financial challenges and statutory responsibilities and how these have informed the proposal,
 - what the set up costs include and how they have been estimated,
 - what impact assessment has been carried out and any planned mitigations, bearing in mind the Council's public sector duties,
 - plans to monitor the success of the proposal and
 - any further plans for the development of the PropCo Policy.

The Committee should agree any comments and/or recommendations for the Cabinet Member to consider before the decision is taken.

4. Consultation

- 4.1 The PropCo Panel has been consulted on the proposals in the decision and officers will continue to work with specialist consultants in order to develop the details and structure of the proposed joint venture, see section 3 of Appendix A.

5. Risk Management Implications

- 5.1 See section 6 of Appendix A.

6. Other Options Considered

- 6.1 See section 7 of Appendix A.

7. Equality Duty, Social Value, Crime and Disorder Implications and Human Rights Implications

- 7.1 See sections 8 – 10 of Appendix A.

Lee Harris

Executive Director of Place Services

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Appendices

- A Draft Cabinet Member Decision Report for the Procurement of a property development enterprise to work in partnership with the County Council
1 Development Programme Delivery Strategy Report - Executive Summary

Background Papers

[Cabinet Member Decision Fin02 16/17 - Approach to Strategic Estate Planning and Investment: Selective Acquisition and Development \(PropCo Policy\)](#)

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Cabinet Member for Finance and Resources	Ref No: FR2 19/20
May 2019	Key Decision: Yes
Property development arrangements - procurement of a property development enterprise to work in partnership with the County Council	Part I
Report by Executive Director of Place Services	Electoral Divisions: n/a
<p>Summary</p> <p>The purpose of this report is to propose arrangements for and procure a joint venture partner to carry out property development on surplus County Council land. The County Council will set up a corporate entity that it wholly owns and which is able to enter into partnership with an established property development enterprise. The enterprise will be a well-resourced and established organisation of standing with a company record of successful residential and commercial developments. The objective is to maximise the financial return from surplus land assets held by the County Council, and to reinvest the profits to support the wider aims of the County Council.</p>	
<p>West Sussex Plan: Policy Impact and Context</p> <p>The primary focus will be in raising value for the County Council through generating additional financial returns from surplus land assets at financial levels above those likely in a straightforward sale of undeveloped land. The funds raised would then be re-invested across West Sussex to support the wider aims of the County Council.</p>	
<p>Financial Impact</p> <p>The costs of gaining the external advice and support necessary for the set up and procurement arrangements are estimated at £700,000 across financial years 2019/20 and 2020/21, with funding being identified from reserves.</p>	

Recommendations:

That the Cabinet Member agrees to:-

- (1) The commencement of a procurement process to select a suitable commercial enterprise, demonstrating skilled resources in property development, to act as joint venture partner with the County Council in a business arrangement for the commercial development of surplus council land,
- (2) Delegate to the Executive Director of Place Services in consultation with the Cabinet Member for Finance and Resources the selection of the initial tranche of suitable sites and the appointment of the preferred bidder;
- (3) Delegate to the Director of Law and Assurance the setting up of a County Council wholly owned company as required to progress the joint venture partnership.
- (4) Approve set up costs, including the procurement process, up to the value of £700,000, such funds to be drawn from the Council's reserves.

1.0 Background and Context

- 1.1 The County Council established a policy for strategic land acquisition and development that involves the County Council actively investing and/or carrying out direct development of land for longer term asset management. The policy used the title 'Propco' to distinguish it from routine asset management. A 'Propco' Panel of members was established to advise the Cabinet Member for Finance and Resources on specific schemes in connection with the policy.
- 1.2 The 'Propco' Panel has been considering options to progress potential development sites and commissioned a report from Savills to consider the development options. A summary of the report, attached as Appendix 1, evaluates the options to progress the sites.
- 1.3 The Council holds a number of surplus land assets and an area in the region of 96ha has been identified with varying potential for redevelopment over a period of 15 to 20 years.
- 1.4 Whilst a straightforward sale of land on the open market is appropriate in some circumstances, opportunities exist, supported by an increasingly favourable policy environment nationally, to return higher financial outcomes for the County Council and to reinvest the proceeds across West Sussex.
- 1.5 Working in partnership with a commercial property development partner will mitigate risks, provide the required skilled resources, introduce innovative ideas and provide commercial pace to maximise the returns from the council's surplus land and the funding invested in its development.

- 1.6 At its meeting on 28 March 2019 the County Council's PropCo Panel agreed to recommend progressing property development in this way through the procurement of a corporate joint venture arrangement.

2.0 Proposal Details

- 2.1 The proposed arrangement is a 'Public-Private Partnership' where the Council and the commercial development company are equal 50:50 partners in the partnership. The Council will provide land for development and, if appropriate, funding. The partnering commercial enterprise will provide expertise, resources, risk management, resilience, innovation and funding to deliver developments identified.
- 2.2 The objective of the partnership is to create an arms-length operating arrangement which is independent from the County Council. This will enable the partnership to operate commercially in a way that maximises the financial returns from surplus land that is held by the County Council. For this arrangement to succeed, the Council needs to behave towards these sites in the same way that it would treat sites that it sold to a third party.
- 2.3 The partner will be a substantial commercial enterprise with extensive property development expertise and will be selected through a full competitive tender process. This is subject to further detail and will include an initial tranche of suitable sites. It is recommended that the decision on which sites to include in the initial tranche is delegated to the Executive Director in consultation with the Cabinet Member.
- 2.4 The procurement is expected to involve a competitive dialogue process to ensure full market facing exchange of information. This provides selected bidders with the opportunity to develop alternative proposals in response to the County Council's outline of requirements. This allows the County Council and its advisers to identify the basis of an effective partnership by listening to the views and experiences of all bidders that have operated similar ventures with local authorities and then translate these to meet an agreed list of selection criteria. When the proposals are developed to an acceptable level of detail, the final stage invites formal competitive bids to be submitted. The process is expected to take between 10 and 15 months.
- 2.5 In addition to an initial tranche of sites, the County Council could offer the partnership options for further land assets to be developed, and which could be exercised on acceptance of the business case. The status of these sites may differ such as with planning consent for redevelopment or with existing buildings to be demolished. Decisions about which future sites would be placed with the partnership will be made through the Council's capital governance arrangements related to the declaration of assets as surplus to service requirements or for the acquisition of new property.
- 2.6 The partnership will progress planning applications on surplus County Council land made available by the Council through a planned pipeline of surplus assets. In addition, and subject to business cases, new sites may become available or be acquired for re-development. This work will raise the value of land by gaining planning consents for higher value uses. The partnership

arrangements will ensure that the Council secures an appropriate value for its assets that are transferred to the partnership.

- 2.7 The viability assessment of then progressing individual sites up to carrying out a construction development, to sell or retain as an investment, will be made on the basis of meeting profit return criteria and market viability in the business cases that are considered by the partnership.
- 2.8 Opportunities to create wider returns to the County Council, such as retaining parts of developments to build an investment portfolio and earn revenue returns, as opposed to capital receipts in a sale, or in acquiring new sites to develop will be investigated further taking specialist corporate, financial and tax advice. These decisions will need to be taken on a commercial basis.
- 2.9 To operate with the procured commercial enterprise, it will be more straightforward in terms of pace and ease of decision-making for the County Council to create a separate company, which it wholly owns, to operate as the corporate partner with the external commercial enterprise. The details will be developed following legal and financial advice. The purpose of the corporate partnership is to ensure the focus is on financial returns within the overall scope and constraints the County Council wishes to set when establishing the partnership.
- 2.10 The company arrangement detail will require further specialist expert advice but will broadly comprise directors, management, marketing, project delivery and aftercare staff. It is envisaged that the output of this team will be reported on a quarterly basis both to the County Council and the board of the wholly owned company and, if need be, the partnering commercial enterprise.
- 2.11 The County Council's receipt of funds from the trading arrangement will be stipulated as part of the partnership agreement, together with any 'overage payment' which may arise during the development as a result of increased values, lower costs or betterment of development assumptions.
- 2.12 In appropriate circumstances, and with risk managed security, the County Council might consider providing a level of funding at commercially competitive return rates to progress developments.

3.0 Consultation

- 3.1 PropCo Panel – this partnership proposal was presented to the PropCo Panel in November 2018 and March 2019 and they have recommended the partnering approach being proposed in this report.
- 3.2 To date, strategic advice has been provided by leading consultants on the principle of the County Council working in similar arrangements already successfully in place and how those had been procured and are operated.
 - Savills, the international real estate consultancy is appointed by the County Council as strategic adviser on property development and has reviewed the scale and type of surplus land potentially available for

redevelopment. A report has been provided on the development options that could be appropriate to the County Council and outlined typical trading and contract arrangements.

- External lawyers advised on how the County Council might work in direct contract and company arrangements for property
- Faithful + Gould, the Council's multi-disciplinary consultant was appointed by the County Council to provide property and development advice over five years and has reviewed and reported on the options
- The experience of other county councils such as Hertfordshire and Surrey with similar surplus property and joint venture property development initiatives has been reviewed and direct support from the project director at Hertfordshire has been offered on lessons learned and methods adopted during its partner selection and management of the venture.

3.3 A project board has been set up to be chaired by the Executive Director for Place Services with senior officers from legal, finance, procurement, estates and assets and property to develop the proposals and oversee the procurement arrangements. Sub panels in specialist areas of legal and finance have been set up to feed into the project board. This project board will advise the PropCo Panel and the Cabinet Member.

3.4 A range of specialist expertise will be required to develop the details and structure during the procurement phase. To date, high level advice has been provided on the principle of similar arrangements already successfully in place elsewhere and how they have been procured and operated. The list will include:-

- Faithful + Gould – the Council's multi-disciplinary partner – will provide set up advice and procurement support;
- Savills real estate agency – will provide strategic land advice, valuation and development appraisal advice and assurance;
- Local estate agents across West Sussex – will provide market, land and house sale price information to position the product and programme to meet demand;
- Architects – to outline the design standards for the properties to ensure maximum financial return on the investment;
- Market positioning advisers – to ensure the product is designed to meet sales prices and standards identified by the local estate agents to provide a product that is attractive to sell;
- Promotional and public relations advisers – to develop the image and reflect the offer in market position;
- Legal – external expertise with experience of similar procurements at local authorities which have established similar ventures recently;

- Finance - external expertise with experience of similar procurements, tax, and funding, also corporate set up expertise around arranging the return of funds, payments generated and investment opportunities.

4.0 Financial (revenue and capital) and Resource Implications

- 4.1 Setting up appropriate governance structures for the proposed public-private joint venture and running the procurement to select a suitable partner is complex and will require significant input from external advisors and specialists, to ensure the Council's interests are protected. Recognising that need, the table below sets out the estimated costs of commissioning such advice. These have been benchmarked with Hertfordshire and Surrey County Councils, as both authorities have run similar procurement programmes over 2017/2018.

Joint Venture set up work	Estimate £
Legal advice	220,000
Specialist finance and tax	120,000
Strategic advice on land and running procurement tender	110,000
Market positioning	30,000
Project management and running procurement tender	50,000
Cost assurance for valuing construction	30,000
Construction detailing and specification	30,000
Procurement process/admin/fees	50,000
Design	25,000
Communications and promotional work	35,000
Total Cost of Proposal	700,000

- 4.2 In terms of funding, there is currently no specific budgetary provision for such costs and therefore should the County Council wish to pursue this initiative, then it is proposed to allocate £350k from the Strategic Economic Plan Reserve, and £350k from the Business Infrastructure Reserve. As at 31 March these funds had balances of £1.295m and £0.706m respectively, to help further the economic prospects for the county. Clearly the Council's resources are finite and choices must be made in terms of how best to use them. In essence the Council would be giving priority to this partnership proposal, in recognition of the risks and rewards targeted.
- 4.3 The resulting budgetary profile for establishing the venture would be as follows:

	Year 1 2019/20 £'000	Year 2 2020/21 £'000	Year 3 2021/22 £000
Estimated Cost of Proposal	500	200	0
Budget (through use of Reserves)	(500)	(200)	
Surplus/Shortfall	0	0	0

- 4.4 In terms of what the partnership would deliver financially, indicative figures are included within the Savills report of 28 March 2019, together with comparatives for alternative options such as simply selling land, or direct development. The indicative nature of the figures must be appreciated, and the Council's risk appetite must inform decision-making.
- 4.5 The Savills report appraises three potential pipeline sites and outlines a projected financial uplift return to the County Council in excess of land value, if developed in a partnership arrangement. The extent of land available, with development potential, indicates a considerable opportunity to gain commercially acceptable financial return above land values and costs. The details will be assessed during the procurement and set up period, then reported by consultants after appraising values across the proposed sites.
- 4.6 To manage the process and risks, due diligence would be undertaken ahead of seeking a decision on the selection of a partner and in finalising governance and supporting structures, drawing on the external advice gained.

5.0 Legal Implications

- 5.1 The overall legal position is that the County Council is discharging a legitimate function in its plans to develop land for sale. The aim of the proposal is to promote a commercial return for the longer term benefit of the Council's broader aims. In order to avoid any concern that the County Council would be directly undertaking commercial activity it is being proposed that, should the final partnership's design require it, a wholly owned company is established to enter into commercial arrangements with the partnership. This would ensure that the arrangement is fully operating within a company commercial environment, subject to the constraints and accountabilities that go along with that arrangement. It would also enable that company to take commercial decisions quickly within the constraints of the overall principles and aims imposed by the County Council. This should enable the joint venture partnership to proceed with schemes and initiatives in a more timely and effective way.
- 5.2 The arrangements for the setting up of the company and the principles by which the company would operate and interface with partnership will be the subject of a further decision once the detail of the partnership emerges from the planned procurement.
- 5.3 The proposed procurement process together with the company arrangements in setting up trading arrangements will be conducted through the County Council's legal department and supported as appropriate by obtaining specialist legal advice from leading external consultants to ensure a transparent and fully compliant process.

6.0 Risk Assessment Implications and Mitigations

- 6.1 Corporate and service risks and action to mitigate:-

Risk	Trigger	Mitigation
Inappropriate commercial enterprise becomes the partner	Procurement that does not explore details and identify how a suitable partner could work safely with a local government organisation	Work with consultant teams in soft marketing to identify suitable partners and follow up with evidence of working at other local authorities. Use a competitive dialogue process to develop a tender sifting process that is robustly conducted through consultant teams with experience of similar procurements for public authority joint ventures
Political	Commercial drive from a company seen as not aligned to the wider responsibilities and conflicting with more community focussed demands placed on a County Council	Clarity on the County Council's policy objectives and criteria in making surplus sites available to the partnership for development and enabling the partnership to operate commercially at arms-length. The enhanced financial returns generated will be used to enable new opportunities that can be directly seen to benefit outcomes in the West Sussex Plan
Perception of lower value in lack of competition through entering a long-term partnership	Single source seen and commented on as lacking market tension and being too close to the partnering company	Partnering commercial enterprise demonstrates market tension in acting as management and resource centre by obtaining multiple bids on work packages to demonstrate and maintain a best value, competitive element on all stages. The partnering enterprise will have incentivised interest to lower delivery costs for its own return. Overage arrangements in place to capitalise on movements in the market, during the lifespan of the partnership agreement.
Disagreements between directors and member companies	Differences in benchmarks, goals and values in trading outcomes sought which may shift over time as organisational objectives change	The council will have 50% representation on the partnership board. An arbitration procedure would be signed up to by the Council and the commercial company. Beyond the initial tranche of sites the Council could also cease to transfer surplus land to the partnership.

Risk	Trigger	Mitigation
Poor return from underperforming venture	Market decline	<p>Commercial enterprise as partner is vulnerable to loss and will only proceed with viable propositions. Each opportunity assessed as a business case.</p> <p>Proceeding with a package of sites over a longer period allows for property development risks to be spread and smoothed.</p>
Land value increase shared with developer partner	'Promotion' of land value through planning consent raises value on land and some of the increased value goes to the commercial enterprise	<p>Land title retained by County Council until option to build is exercised to develop. At that point the value is assessed by an agreed valuation method and the County Council 'sells the land' to the partnership. The cost of gaining a planning consent is returned to the commercial partner plus an added uplift set out in the partnership agreement. Further uplifts in land value such as amendments to the planning consent would be captured through overage</p>
Perceived circumstances of carrying out a development will result in a lower value return on land as it is not market tested in offering land for sale or is a delayed return compared to that of early land sale	Land seen as not tested for sale on open market, therefore might not be seen as best value if an open market bidder were to offer a speculatively high bid	<p>The valuation of land is not an exact science, ultimately depending on strength of bids being made during an open market tender if a bidder chooses to speculate on higher value expectations. An estimate of the final sales total value for any completed development will provide the headline overall return, then after deducting all costs and the profit percentage required it leaves a 'residual' sum which will be the land value. This value is informed by the market through predicted returns in sales of housing.</p> <p>There is additional profit gained on house sales by build costs being lowered, through efficiencies in multiple work streams, which will also be gained by the Council in addition to land value. This is the usual and accepted operating basis for developers</p>

Risk	Trigger	Mitigation
		<p>and funders, because it returns predicable profits from house sales that are directly informed by market forces in selling houses.</p> <p>Costs charged by the commercial enterprise direct are controlled by the partnership agreement and these will be competitively tendered – these will include development management costs, marketing costs and agreed profit on cost. In the open market these would differ between commercial partners for different sites</p>
Debts passed to the County Council	Partnering company becomes insolvent	Corporate arrangements that limit liability in partnerships are a usual feature of such agreements and protect liabilities of either party passing to the other via the partnership. Robust selection of companies proving long trading evidence will be required
Loss of opportunity through programme delivery delays	Company pressures elsewhere take over and property investment missed to add value to land in market timing	Programme agreed in a contractual commitment over long-term period that is linked to earnings and performance targets. Damages recover conditions can be put in place for late delivery or lack of performance.
Poor standard of development results affecting the Council's reputation	Partnering enterprise placed under commercial pressure by its parent company to increase returns or changes to company ethos.	Robust procurement process that set out quality standards in Employer's Requirements, independent checks and selection on basis of highest company standards records, also exit strategy available.
Partnering enterprise changes priorities of profit above WSCC profit	Corporate change or take-over results in reduced importance allotted to the partnership	Contracting arrangement contains exit strategy and procurement requires long record of partnering with local authorities and commitment to successful outcomes

Risk	Trigger	Mitigation
Inability to deliver	Lack of resources or overstretching of company in market difficulties, changing priorities	Review in selection to confirm delivery record over long period. Build in to company partnering structure the ability to exit.
Cultural differences between Council and commercial enterprise	Embedded aversion to managing risk prevents entrepreneurial judgment at the Council	Work with council staff and supporting consultants having direct commercial experience, to develop a culture of managing risk in a commercial environment. Importantly, select a commercial enterprise that has experience of working with a local authority and understanding its values and governance.

- 6.2 The risks are considered manageable with the support of well-resourced and experienced external consultants, but particularly can be reduced by a robust selection procedure on commercial enterprise selection. This must focus on companies with long standing and proven records in partnering with local authorities that have delivered regeneration mixes of housing and commercial developments from promotion to aftercare. It is considered crucially important to select against a track record of the company's ethos towards honest and open trading in a partnership with local authorities, where public facing values are understood.

7. Other Options Considered

Option	Pros	Cons
Sell surplus land	<ul style="list-style-type: none"> • Brings in early capital receipt to spend on capital projects • Results in development • Clean break from land with no risk 	<ul style="list-style-type: none"> • Misses opportunity of additional value (unless overage obligations are imposed), even if outline planning were to be obtained • Misses investment opportunity to retain part of development • May result in unwanted outcome even if restrictions attempted and does not guarantee the programme of development for the land and therefore investment in community

Reason for rejection Misses the opportunity to maximise the generation of financial returns and in the promotion work to raise value, particularly over long period of improvement in planning use.		

Option	Pros	Cons
Direct develop by appointing contractor on site by site basis	<ul style="list-style-type: none"> • All earnings directly received • Allows for control of style and approach • Offers opportunity to increase and decrease amount of development undertaken according to market and Council opportunities available without link to requirements of outside partnering enterprise. 	<ul style="list-style-type: none"> • Lacks pace of multiple sites, carries risk, resourcing implications and higher costs • Single line of failure. Council carries most of the risk • Difficult to arrange contractual 'skin in the game' towards sales success to motivate builder.

Reason rejected Misses opportunity to benefit from lower costs through shared management and supply chain efficiencies, together with difficulties of providing skilled resources at the County Council. The Council carries most of the risk and the decision taken not to proceed with the Barnham development demonstrated that the level of risk was not acceptable.		
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Option	Pros	Cons
Development Agreement (A contract agreement in which the delivery partner acquires the land title and provides financial returns on an overage basis as development completes and sells)	<ul style="list-style-type: none"> • Reduced risk to Council • Some control is retained on development by introduction of contract conditions and parts of development can be retained • Potential for lower investment by developer as land may not be fully paid for at start. 	<ul style="list-style-type: none"> • Tends to be used on small or medium sites • Complex and longer term sites that require extensive planning work may not be well suited and limited ability to control the development in terms of quality and programme • Likely to require repeat setting up on other sites and therefore higher costs

Reason rejected The model is more suitable for individual sites that are known in detail and therefore largely de-risked - it not so suitable for the wider range of sites, which includes large and multiple phased developments currently held by the County Council.		
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Option	Pros	Cons
Development Partnership	<ul style="list-style-type: none"> • Varying risk opportunities to Council 	<ul style="list-style-type: none"> • Suited to straightforward sites that are more

<p>(Contracted arrangement across multiple sites and ranges of agreement types, which can include Council funding and taking risk down to forming a development agreement on specific sites to transfer all risk)</p>	<ul style="list-style-type: none"> • Some control is retained on development by introduction of contract conditions and parts of development can be retained • Specialist companies can make all arrangements 	<p>predictable in timing</p> <ul style="list-style-type: none"> • A contractual arrangement that will require creation of delivery outcomes for each site and to protect the Council's interests, specialist companies organising arrangement take fee and may absorb little risk • May miss the opportunity of increased returns through systems of standard building lowering costs • Lack of available resources within WSCC to manage such an arrangement.
<p>Reason rejected Arrangements to make these provisions across future sites can be complex and rely on contract clauses and anticipating outcomes. Delivery arrangements not likely to be linked to gain from economies in supply.</p>		

Option	Pros	Cons
<p>Form a joint venture with commercial organisation in a multi-site partnership</p> <p>(As set out in the report on Development Delivery Strategy from Savills presented to PropCo Panel 28 March)</p>	<ul style="list-style-type: none"> • Programme format of working in a long-term corporate relationship that is commercially resourced and incentivised towards shared success, bringing pace, expertise and resilience • Risk and resources are externally and commercially managed with expertise and pace, but with controls that can be exerted over development in terms of quality, content and programme • Becoming the 'norm' in county councils' land disposal arrangement bringing economies of scale and in reduced process costs to boost returns, even when shared 	<ul style="list-style-type: none"> • Profit return seen to be potentially reduced by sharing returns • Less familiar trading arrangement with potential partners and councils with a low level of precedent case law • Requires working with a commercial partner that may bring conflicts of interest in driving a profitable outcome
<p>Reason chosen Aligns with the policy that is becoming increasingly adopted by public sector landowners,</p>		

and encouraged by Central Government, to share risk and maximise capital return and particularly enable the generation of revenue returns from landholdings. Creating a long-term partnership provides the skilled resources across a range of building types and ability to promote value return on sites that often require early lengthy periods of planning use change before getting near to planning applications. Allows flexibility as market knowledge develops. Also, creating supply chains and standardised building methods will lower build costs when compared to pricing individual sites. Creates opportunities to add unique selling points in addressing priorities for the County Council. Bringing a commercial enterprise into a corporate partnership provides the highest incentive towards creating financial viability and profit return both have a motivation to creating a corporate success that moves with the times rather than having to envisage contractual circumstances of the future.

8. Equality and Human Rights Assessment

8.1 There are no direct implications.

9. Social Value and Sustainability Assessment

9.1 The procurement process will provide opportunities for potential partners to demonstrate how they can help achieve the West Sussex Plan council's objectives for prosperous places (e.g. local supply chains) and sustainability (e.g. design standards).

10. Crime and Disorder Reduction Assessment

10.1 Undeveloped vacant sites do on occasions generate complaints about crime and anti-social behaviour. Bringing these sites forward for well- designed development in a quicker way will reduce these incidents.

Lee Harris

Executive Director of Place Services

Contact

Malcolm Mayo, 033 022 23031

Appendices

1 Development Programme Delivery Strategy Report - Executive Summary

Background Papers

None

DEVELOPMENT PROGRAMME DELIVERY STRATEGY REPORT - EXECUTIVE SUMMARY

Faithful +Gould has been appointed to assist the Council in progressing its Joint Venture (JV) Propco initiative (part of the development delivery programme) and this paper provides a summary and “way finding” guide to the Savills report dated March 2019 entitled Delivery Strategy Report.

The report contains a large amount of very informative detail on all matters associated with a development programme however, from this detail it is important to extract a series of recommendations to inform any decision the Council may take. This provides a clear audit trail for future reference.

The report, in summary, provides a guide through:

- 1. The potentially available Council development portfolio (Chapter 2)**
- 2. The development considerations the Council need to address (Chapter 3) in terms of strategic decisions such as roles, responsibilities, rewards etc.**
- 3. Delivery strategies (Chapter 4). How these strategic decisions can be achieved. This considers straightforward land sales, development only arrangements usually for single sites through a development agreement, joint ventures between the Council and the private sector and direct development.**
- 4. Implementation of the selected strategy (Chapter 5). This is a wide-ranging chapter covering procurement, timetable and process, governance, finance and resources.**
- 5. Conclusion**

The conclusions drawn at the end of these chapters are, in summary:

- 1. Chapter 2** - the sites have been allocated into 3 categories; short, medium and long term. An important consideration, although not covered in the report, is that all effort must be made to avoid leaving all long term challenging sites to later phases of development (regardless of the delivery route chosen) where payback periods are elongated and considerable early investment is required. There is also a danger that profits from earlier, less complicated sites will be recognised but not held in reserve to offset future challenges.
- 2. Chapter 3** – the roles played by the Council will cover, to a greater or lesser extent depending on the delivery route chosen the following;
 - Land assembly and promotion
 - Assembly of statutory and legal consents eg. planning, S106 agreements, rights of way etc.
 - Developer/funder/asset manager of civic facilities

Other potential roles may include;

- Developer/funder/asset manager of residential

- Developer/funder/asset manager of commercial facilities eg retail units

In considering the roles the Council wish to undertake, the following need to be considered and ranked accordingly:

- Financial return drivers
- The wider returns sought
- The acceptable level of risk appetite
- Funding capacity
- In-house capacity, resources and expertise

3. **Chapter 4** – the chapter looks at the suitability of four options against the Council's known objectives;

- straightforward land sales
- development only arrangements usually for single sites through a development agreement
- joint ventures between the Council and the private sector
- direct development

The JV approach is the identified option to meet known objectives and capacity. Examples of this approach include Hertfordshire County Council, Surrey County Council, London Borough of Havering and Slough Borough Council. The selection of this option is most suited to a multi-site approach driven by the cost for both parties of establishing the JV and the levels of return that the private sector would be looking to achieve.

4. **Chapter 5** - Based upon a JV Partnership approach for a multi-site offering (assuming the recommendations as mapped out are accepted), the following procurement options are considered:

- Land deal (in effected badged as a land transaction only)
- Concession works notice
- Work contract notice (OJEU)
- Framework selection

The advantages of both a concession and work contract notice are discussed – from our experience the use of concession notices for this type of opportunity are limited, more often used for running facilities or services. The relative timescales for a concession and contract notice are circa 7-9 months versus 10 - 12 months respectively, however the additional time in dialogue with a partner can assist in gaining a better understanding of their approach. The additional time spent at this stage is relatively insignificant in terms of the overall length of the relationship.

Chapter 5 covers finance, governance and resources all related directly to the Council.

The Council will need to identify a sum for the procurement and appointment process. This is currently estimated to be circa £700k.

In respect of longer term financing, the Council has a land portfolio that it can invest into the venture. If that land is of sufficient value (and once matched by cash from a joint venture partner) to capitalise the vehicle

and provide enough equity in order to secure third-party debt, the call on County Council cash or borrowing may be limited. However, all of the working capital requirements (whatever the source of funding) will ultimately need to be underwritten equally by both partners so the level of financial investment and liability will need to be clearly understood from the outset and the Council will need to make provision for this.

The Council will need to dedicate in working with its consultants resources to the following:

- Site due diligence – site, title and planning investigations
- Property advice to form the portfolio
- Procurement support to follow a robust procedure in selecting a compatible partner
- Legal, financial, tax and property advice to procure and set up the venture
- Internal staffing to support the consultant team and manage internal governance

Longer term governance arrangements will also need to be agreed. Key considerations will be the composition of the Council's representation on the Board of the venture, and any formal decision making arrangements that might need to be in place to cover matters that would be reserved for the Council to decide outside the working of the entity.

5. **Conclusion** - The report includes a recommendation to procure a commercial enterprise that is skilled and well-resourced in property development to proceed with a JV partnership in a multiple site agreement with a preference expressed for the work contract notice (OJEU). In addition, the report highlights the importance, above all, of using the correct approach to achieve the aspirations of the Council thus highlighting the importance of identifying those strategic objectives as identify in Chapter 2 together with clear governance, decision making and preparation.

Emma Davies
For Faithful + Gould
May 2019

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Performance and Finance Select Committee
22 May 2019
Total Performance Monitor – Outturn 2018/19
Report by Director of Finance and Support Services

Executive Summary

The finance performance (revenue and capital), savings delivery and business performance are currently monitored through the Total Performance Monitor (TPM). This monitoring and reporting mechanism brings together all these elements of West Sussex County Council's operation in a way of reporting all aspects to stakeholders. The report is intended for the public, senior officers, all Members, Select Committee Members and Cabinet.

The attached TPM reflects the outturn as at the end of the 2018/19 financial year and has been reviewed by Cabinet Members and senior officers within the authority. The report contains information around the County Council's workforce and the Transformation Programme.

Overall the County Council's outturn is in line with the budget, however this achievement has required various mitigating actions to offset some significant pressures arising during the course of the year, with the implication that they may continue into the new year and beyond.

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 position is therefore provisional, although no material changes are anticipated.

Focus for Scrutiny

The focus for scrutiny is to examine the data and supporting commentary included in the Outturn 2018/19 TPM report in order to:

- make any relevant recommendations for action to the Cabinet Member;
- identify any issues for further scrutiny by this Committee;
- recommend any action/review by the relevant service select committee of any areas of concern arising from the information in the report; and
- consider any issues highlighted by the service select committees to be taken forward by this Committee's Business Planning Group.

Proposal

1. Background and Context

- 1.1 The Council's finances (revenue and capital), savings programme, performance and workforce are currently monitored through the Total Performance Monitor (TPM). This monitoring and reporting mechanism brings together all these elements of the County Council's operation in a way

of reporting an integrated view to all stakeholders. This report is intended for senior officers, Cabinet, Select Committee members, all Members and the public.

Factors taken into account

2. Areas for consideration by the Select Committee

2.1 Members will note from the attached report that overall the outturn position has come in on budget and whilst this is a positive achievement, the considerable pressures emerging within the year should not be overlooked, and neither should the numerous mitigating actions that have been taken to help manage the position. To highlight this:

- The revenue spending for 2018/19 on portfolio budgets was £520.671m, representing an overspending of £5.397m. This was mitigated by an underspending of £2.119m on financing and non-portfolio budgets, giving a net overspending of £3.278m.
- The remaining contingency budget of £3.278m has been allocated to offset that overspending, resulting in an overall balanced position at the end of the financial year.

2.2 The result suggests a significant on-going 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, and looking forward, it is essential that the authority keeps all these aspects under review as part of its Medium Term Financial Strategy.

3. Equality Duty

3.1 An Equality Duty Review is not required as it is a report dealing with internal or procedural matters only.

4. Social Value

4.1 A Social Value Assessment is not required as it is a report dealing with internal or procedural matters only.

5. Crime and Disorder Implications

5.1 A Crime and Disorder Implications Review is not required as it is a report dealing with internal or procedural matters only.

6. Human Rights Implications

6.1 A Human Rights Implications Review is not required as it is a report dealing with internal or procedural matters only.

Katharine Eberhart

Director of Finance and Support Services

Contact: Tim Stretton, 033 022 23375

Annex Total Performance Monitor Outturn 2018/19

Appendices

- 1 Main variation changes between December 2018 and March 2019
- 2 Summary of 2018/19 Pressures and Mitigations
- 3 Revenue Budget Outturn 2018/19
- 4 Maintained Schools Balances as at 31 March 2019
- 5 2018/19 Capital Monitor as at the end of March 2019
- 6 Performance Trend Analysis
- 7 West Sussex Plan targets not met at end March 2019
- 8 Workforce KPIs 2018 Q4
- 9 Transformation Programme - Performance

Background papers

None

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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	

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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

- 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

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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

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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 the 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

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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.

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

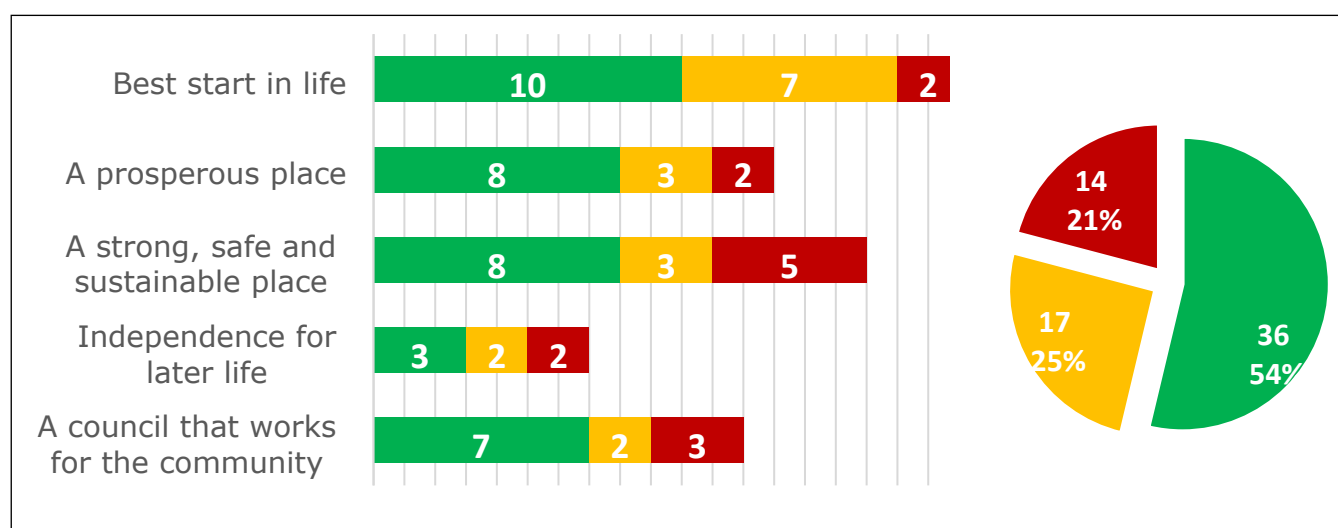
set out in Appendix 5, shows the spending for 2018/19 totalling £113.9m, with £71.3m on Core Services and £42.6m on Income Generating Initiatives.

THE WEST SUSSEX PLAN

Quarter 4 and year-end Performance Report

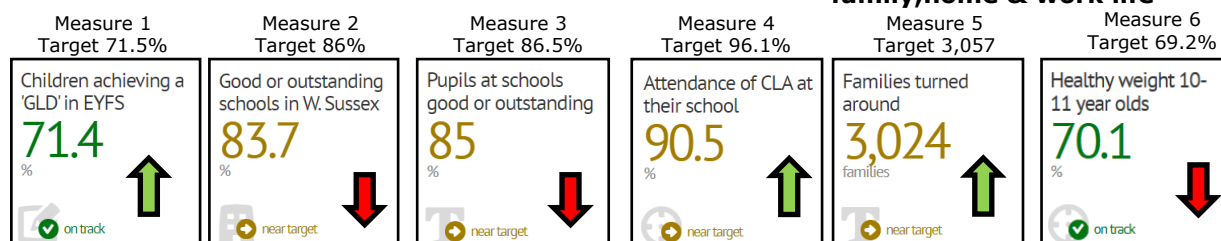
This report provides the latest position against the West Sussex Plan (2017-22) and includes achievements and challenges. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail. A detailed explanation of the performance targets not met in year is reported in Appendix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

Year end summary



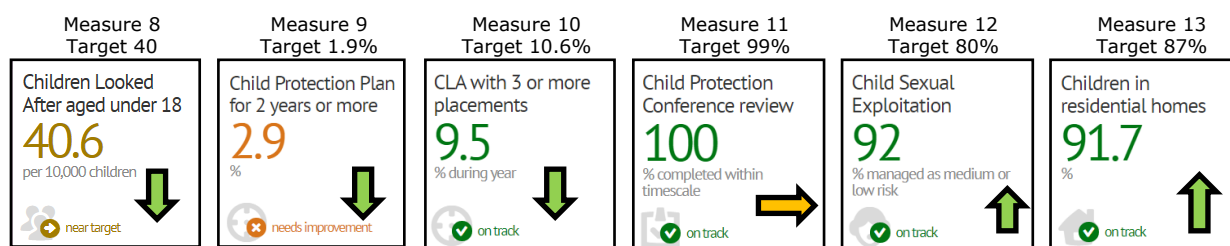
BEST START IN LIFE

All Children & Young people are ready for school and work

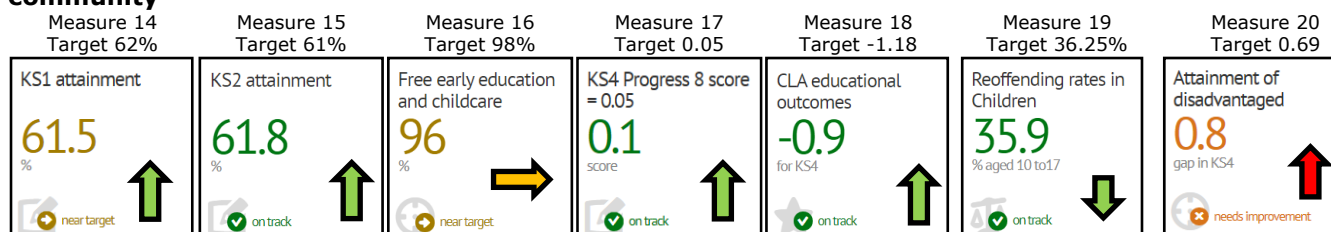


Families & children have a healthy family, home & work life

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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

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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.

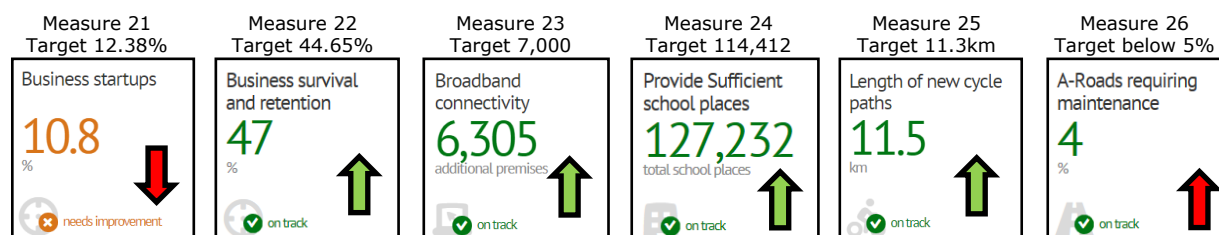
81. The county strategy on developing more inclusive practice in schools through the index for inclusion work and the SEND projects is now being expanded through area inclusion and improvement board brokering and monitoring school-to-school support. All the Education activity is described in the link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

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



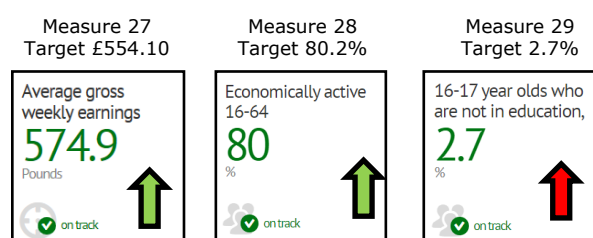
A PROSPEROUS PLACE

A Place where businesses thrive



Infrastructure that supports a successful economy

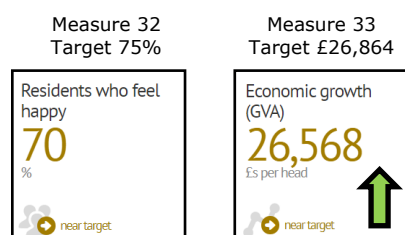
A Place that provides opportunity for all



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.

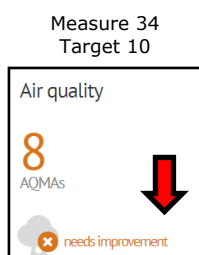
Challenges – TARGETS NOT MET

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.

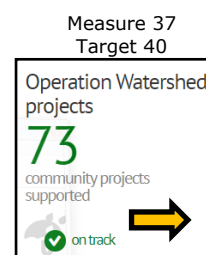
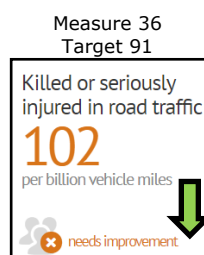
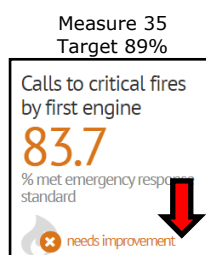


A STRONG, SAFE AND SUSTAINABLE PLACE

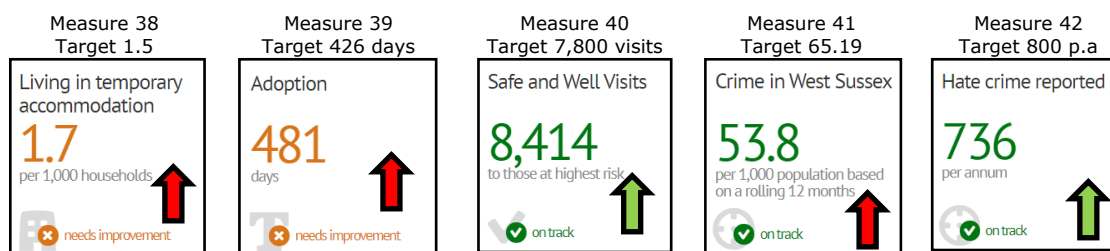
A healthy place



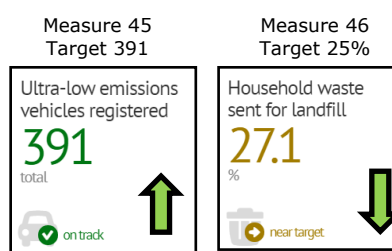
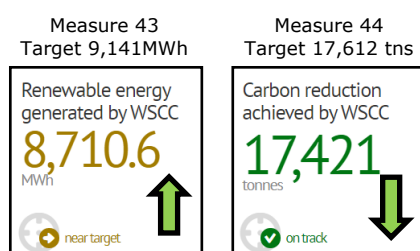
A safe place



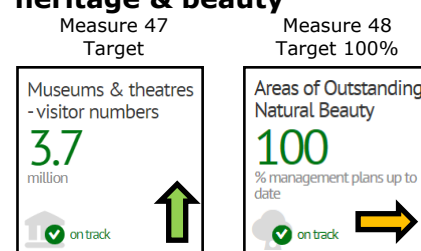
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Annex document
Strong communities



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

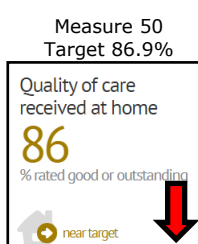
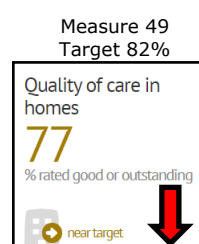
A285 Boxgrove and treatments at 15 identified "black Spots" across the county. We are continuing to be an active partner within the Sussex Safer Roads Partnership promoting a wide range of behavioural change programmes.

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.

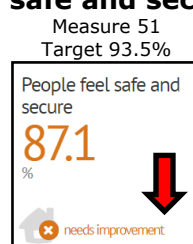


INDEPENDENCE FOR LATER LIFE

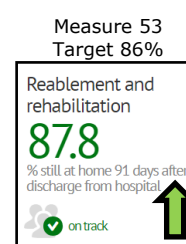
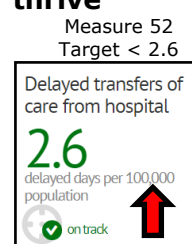
A good place to grow old



Older people feel safe and secure

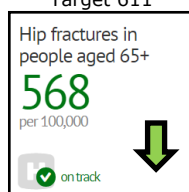


Older people have opportunities to thrive



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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

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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

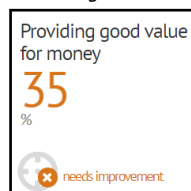
Customer Focused

Measure 56
Target 75%



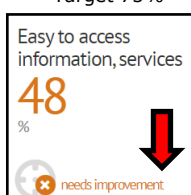
Value for Money

Measure 57
Target 75%

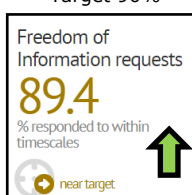


Open and transparent

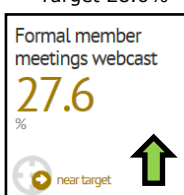
Measure 58
Target 75%



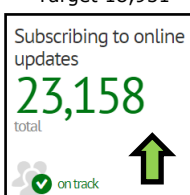
Measure 59
Target 90%



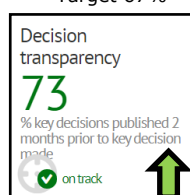
Measure 60
Target 28.6%



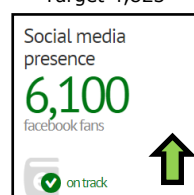
Measure 61
Target 18,951



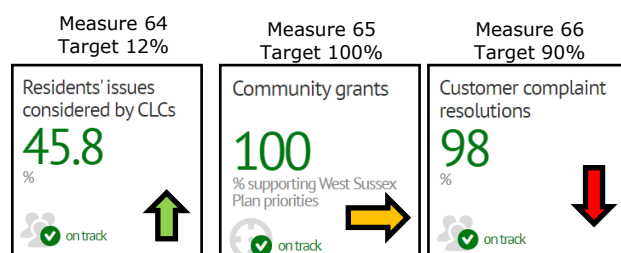
Measure 62
Target 67%



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

Main variation changes between December 2018 and March 2019

Theme	Portfolio	Variation in projections from December 2018 to March 2019	(£m)
Best Start In Life	Children & Young Portfolio	Increase in staffing related costs including 12 additional agency social workers.	£0.418m
		Increase in Children looked After costs. Increase in number of placements, external residential provision and unit cost.	£0.250m
	Education & Skills Portfolio	Expected deficit balance on Littlegreen School following its conversion to an academy on 1 st January 2019.	£0.254m
		Increase in home to school transport costs.	£0.110m
		Surplus on sickness and maternity insurance scheme.	(£0.285m)
		Decrease in school catering service spend in year.	(£0.098m)
		Other minor variations including a reduction in trading services income and a reduction in staffing spend against the School Improvement Monitoring Brokering Grant.	(£0.082m)
Best Start In Life - Total Variation			£0.567m
A Prosperous Place	Environment Portfolio	Increased income from planning services.	(£0.301m)
	Highways & Infrastructure Portfolio	Reduction in projected underspending relating to National Concessionary Fares.	£0.122m
		Increase in costs relating to the delay in the award of the highway term maintenance contract.	£0.145m
		Other minor variations including additional income collected from highways fees and charges.	(£0.039m)
	Leader Portfolio	Delays to Horsham Enterprise Park and Bognor Regis Digital Hub projects.	(£0.154m)
A Prosperous Place - Total Variation			(£0.227m)
A Strong, Safe & Sustainable Place	Adults & Health Portfolio	Increased costs within the coroner’s service.	£0.073m
	Environment Portfolio	Reduction in tonnage volumes and bonus payments to contractor during January to March plus other variations including additional income from sale of recyclables and one-off income from waste contractor.	(£0.545m)
A Strong, Safe & Sustainable Place	Safer, Stronger Communities Portfolio	Increase in spend within the Community Initiative Fund.	£0.085m
		Other minor variations.	£0.097m
A Strong, Safe & Sustainable Place - Total Variation			(£0.290m)
Independence For Later Life	Adults and Health Portfolio	Small decrease in the Blue Badge Scheme costs.	(£0.015m)
Independence For Later Life - Total Variation			(£0.015m)
A Council That Works For The Community	Corporate Relations Portfolio	Reduction in the cost of IT licences.	(£0.212m)
		Other minor variations.	£0.104m
	Finance & Resources Portfolio	Early income saving generated from investment property purchase.	(£0.120m)
		Delays in the re-development of sites, along with a reduction in the anticipated legal and tenancy dispute costs within Estates and Valuations.	(£0.300m)
		Underspend on the Hardship Fund.	(£0.167m)
		Other minor variations.	(£0.020m)
	Leader Portfolio	Minor variations including staff vacancies.	(£0.088m)
A Council That Works For The Community - Total Variation			(£0.803m)
Non Portfolio	Capital Financing – MRP	Underspend projected following a review of leasing costs.	(£0.073m)
Non-Portfolio - Total Variation			(£0.073m)
Total Variation			(£0.841m)

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Summary of 2018/19 Pressures and Mitigations

Theme	Pressures	(£m)	Mitigations and Underspending	(£m)	Variation To Budget (£m)
Best Start In Life					
Children & Young People Portfolio	Undelivered saving from increased fees at Beechfield Secure Unit.	£0.150m	Staffing vacancies within Integrated Prevention for Earliest Help.	(£0.650m)	
	Overspending on placement budgets due to increased demand, home closures and market pressures.	£4.380m	Higher grant income for unaccompanied asylum seeking children.	(£0.175m)	
Children & Young People Portfolio	Additional expenditure to strengthen Children's Social Care.	£1.900m	Other underspending through staffing vacancies in various teams, including intentionally homeless.	(£1.533m)	
			Unspent Multi Agency Safeguarding Hub project funds from 2017/18.	(£0.104m)	
Education & Skills Portfolio	Home to School Transport costs; predominantly for solo taxis.	£2.731m	Use of unspent Education Services Grant held in reserve.	(£0.539m)	
	Expected deficit balance on Littlegreen School following its conversion to an academy on 1 st January 2019.	£0.254m	Underspending on School Improvement Monitoring and Brokering grant.	(£0.181m)	
	Greater reduction in expected income from trading activities than anticipated.	£0.087m	Surplus on Sickness and Maternity Insurance Scheme.	(£0.285m)	
			Underspending within schools catering service.	(£0.092m)	
			Other service variations.	(£0.097m)	
Best Start In Life- Total		£9.502m		(£3.656m)	£5.846m
A Prosperous Place					
Environment Portfolio			Additional income anticipated from Planning Services.	(£0.851m)	
Highways & Infrastructure Portfolio	Non-delivery of savings from highways term maintenance contract.	£1.106m	Forecast data for National Concessionary Fares suggests a reduction in journeys in 2018/19.	(£0.478m)	
	Additional costs relating to the delay in the award of the highways term maintenance contract.	£0.143m	Reduction in spending on Highways services staffing and increased income.	(£0.254m)	
	Inflationary pressure on Street Lighting PFI and delayed delivery of saving relating to LED conversions.	£0.261m	Use of Operation Watershed Reserve.	(£0.165m)	
	Additional net cost of vehicle and driver services.	£0.265m	Staff savings in the management team.	(£0.075m)	
	Additional net cost of pool care fleet due to under-utilisation.	£0.129m			
	Other minor variations.	£0.022m			
Leader Portfolio			Reduction in the cost of holding the Horsham Enterprise Park following the cessation of rates payments.	(£0.170m)	
			Underspending relating to delays to the Horsham Enterprise Park and Bognor Regis Digital Hub projects.	(£0.154m)	
			Staff savings in Economic Development.	(£0.030m)	
A Prosperous Place –Total		£1.926m		(£2.177m)	(£0.251m)

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Appendix 2

Theme	Pressures	(£m)	Mitigations and Underspending	(£m)	Variation To Budget (£m)
A Strong, Safe & Sustainable Place					
Adults' & Health Portfolio	Increased cost of post mortems in the Coroners Service.	£0.223m			
Environment Portfolio	Reduced level of savings expected from renegotiation of PFI contract.	£0.522m	Use of Waste Volatility Fund Reserve.	(£0.500m)	
	Net reduced income due to the delays in the activation of the Westhampnett Solar Farm from April – September 2018.	£0.103m	Net waste - disposal costs (increased landfill); offset by tonnage reductions and income from sale of recyclables.	(£0.339m)	
			One-off income from contractor.	(£0.474m)	
			Other minor variations within the Sustainability and Countryside Services.	(£0.017m)	
Safer, Stronger Communities Portfolio	Cost pressure relating to review of mobilising options for Sussex Control Centre.	£0.267m			
	Pressure relating to firefighter uniform contract.	£0.109m			
Safer, Stronger Communities Portfolio	Staffing overspend and reduction in income within Library, Registrars and Archive Services.	£0.165m			
	Non-delivery of savings from sponsorship opportunities and full year delay in delivering the saving arising from the redesign of the customer services work currently undertaken by the 'Highways Hub'.	£0.175m			
	Projected increase in spend within the Community Initiatives Fund.	£0.085m			
	Other minor variations.	£0.192m			
A Strong, Safe & Sustainable Place – Total		£1.841m		(£1.330m)	£0.511m
Independence For Later Life					
Adults' & Health Portfolio	Plan for recovering the underlying overspend in Learning Disabilities produced a part year benefit in 2018/19.	£0.800m	Drawdown from the Improved Better Care Fund.	(£1.200m)	
	Delay in agreement of the Shaw contract variation.	£0.500m	Use of Winter Pressures Grant to mitigate seasonal increase in expenditure during the winter.	(£0.300m)	
	Seasonal increase in expenditure in the Older People's budget.	£0.300m	Staffing underspending within Commissioning.	(£0.100m)	
	Delay in delivery of in-house provided services savings target.	£0.250m	Planned underspending within Housing related Support to mitigate the in-house savings delay.	(£0.250m)	
			Underspending on the Blue Badge scheme.	(£0.065m)	
Independence For Later Life – Total		£1.850m		(£1.915m)	(£0.065m)
A Council That Works For The Community					
Corporate Relations Portfolio	Overspending in Facilities Maintenance and Catering Services.	£0.455m	Public Health contribution for central overhead charges.	(£0.301m)	
	Non-delivery of business mileage saving.	£0.200m	Reduction in IT licence costs.	(£0.212m)	
	Net HR one-off restructure costs.	£0.301m	Other minor variations.	(£0.023m)	
	Increase in staffing and legal fees within Legal and Democratic Services.	£0.145m			

Theme	Pressures	(£m)	Mitigations and Underspensing	(£m)	Variation To Budget (£m)
Finance & Resources Portfolio	Increase in Littlehampton Harbour precept.	£0.050m	One-off historic rate rebate, collection of backdated rent and an anticipated underspending on ‘Dual Use’ shared facilities.	(£0.139m)	
	Other minor variations.	£0.034m	Staffing savings in Capital and Infrastructure.	(£0.200m)	
			Early income generation from investment property recently purchased in Crawley and Hove.	(£0.340m)	
			Delays in the redevelopment of sites and a reduction to the anticipated legal and tenancy dispute costs within Estates and Valuations.	(£0.300m)	
			Other minor variations including a reduction of the expected Hardship Fund spend in year.	(£0.167m)	
			Early saving (part-year) delivered relating to refinancing of Street Lighting PFI contract.	(£0.060m)	
Leader Portfolio			Other minor variations including staffing vacancies within the Communications Team.	(£0.087m)	
A Council That Works For The Community – Total		£1.185m		(£1.829m)	(£0.644m)
Total Pressure/Mitigation		£16.304m		(£10.907m)	£5.397m
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
	<i>Increase Budget – Pay Award Adjustment.</i>				£0.033m
	Carry Forward Request: Fire Improvements - HMICFRS Inspection Recommendation for 2019/20.				(£0.365m)
	Draw-down to fund Portfolio Overspend				£3.278m
	Budget Remaining for 2018/19				£0m

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REVENUE BUDGET OUTTURN 2018/19

	Latest budget for year £000	Net spending £000	Outturn Variation £000
Sources of Finance			
Revenue Support Grant	-12,122	-12,122	0
Precept	-431,981	-431,981	0
Council Tax Collection Fund	-3,557	-3,557	0
Business Rates	-78,354	-78,354	0
Business Rates Collection Fund	-36	-36	0
Business Rates Pool	-1,050	-1,050	0
Business Rates Cap Grant (Section 31)	-3,791	-4,878	-1,087
Business Rates Levy National Surplus	-300	-1,197	-897
Adult Social Care Grant	-2,065	-2,065	0
Brexit Preparations Grant	-87	-87	0
New Homes Bonus Grant	-4,102	-4,105	-3
Financing Sub-Total	-537,445	-539,432	-1,987
Portfolio Budgets			
Adults and Health	196,574	196,732	158
Children and Young People	96,583	100,551	3,968
Corporate Relations	42,408	42,974	566
Education and Skills	18,849	20,727	1,878
Environment	63,821	62,265	-1,556
Finance and Resources	18,668	17,546	-1,122
Highways and Infrastructure	31,355	32,309	954
Leader (including Economy)	10,204	9,762	-442
Safer, Stronger Communities	36,812	37,805	993
Portfolio Sub-Total	515,274	520,671	5,397
Non-Portfolio Budgets			
Capital Financing - MRP	9,556	9,483	-73
Capital Financing - Interest	17,860	17,801	-59
Revenue Contribution to Capital Outlay	4,677	4,677	0
Investment Income	-2,631	-2,631	0
Business Rates Pool	781	781	0
Contingency	3,278	0	-3,278
Transfers to/(from) Earmarked Reserves	-11,350	-11,350	0
Non-Portfolio Sub-Total	22,171	18,761	-3,410
Total Net Expenditure	0	0	0

Memo: Contingency	£000
Original Budget	3,610
Pay Award Adjustment	33
Fire Improvements: HMICFRS Inspection Recommendations	-365
Available Contingency	3,278

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Appendix 3

Balances and Reserves	Balance at 1 Apr 2018 ¹	Balance at 31 Mar 2019	Movement in Year	Significant In-Year Movements
	£000	£000	£000	
Earmarked Reserves:				
Capital Expenditure Reserve	-4,010	0	4,010	£4.0m applied to finance capital outturn per approved programme
Capital Infrastructure	-12,028	-12,028	0	
Crawley Schools PFI Reserve	-7,199	-599	6,600	£6.0m applied to finance up-front capital repayment (repaid over contract); £0.7m applied to meet in-year revenue shortfall
Street Lighting PFI Reserve	-19,613	-23,522	-3,909	£3.8m refinancing gain transferred to reserves for release over contract term
Waste Management PFI Reserve	-12,415	-12,479	-64	
Waste Management MRMC Reserve	-26,116	-28,057	-1,941	£1.8m returned to reserve from capital programme; £1.0m Brookhurst Wood Site HA, £0.8m Waste Infrastructure
Adult Social Care Support Grant 2018/19	0	-1,517	-1,517	£2m 18/19 grant allocated to reserves; £0.5m applied to exceptional Sussex Healthcare costs
Budget Management Reserve	-30,110	-30,110	0	
Business Infrastructure Reserve	-706	-706	0	
Deprivation of Liberty Safeguarding	-1,000	-861	139	
Economic Growth Reserve	0	-1,297	-1,297	August TPM decision: £0.6m transferred from Strategic Economic Plan Reserve, £0.7m transferred from Sustainable Investment Fund
Highways Commuted Sums	-3,057	-3,057	0	
Highways On-Street Parking	-806	-968	-162	
Infrastructure Works Feasibility	-298	-1,348	-1,050	Reserve created through £0.85m base and £0.8m one-off funding; £0.4m applied to FinRes portfolio to meet 18/19 spend
Insurance Reserve	-8,049	-5,356	2,693	Application of reserve to finance schools SLA rebate (£0.3m) and increase in provision per insurance claims forecast (£2.3m)
Interest Smoothing Reserve ²	-803	-1,078	-275	
Pothole Action Bonus Fund	-540	0	540	£0.5m application of 2017/18 carry-forward to Highways portfolio to fund long-term highways network repairs
Revenue Grants Unapplied	-1,804	-343	1,461	Application of various grants brought-forward including £0.5m Education Services Grant and £0.4m SEND Reforms Implementation
Schools Sickness & Maternity Insurance Scheme	-2,085	-2,085	0	
Service Transformation Fund	-11,513	-6,747	4,766	£4.8m applied as reported to Transformation Board incl. Whole Council Design, Step-Up and redundancy
Adult Social Care Transformation Fund	-1,743	-510	1,233	£1.2m applied as reported to Transformation Board incl. support to 100-day plan, in-house social care provision and Adult Ops transformation
Social Mobility and Homelessness Initiatives	0	-750	-750	Carry-forward of one-off funds from 2018/19 to progress joint initiatives to improve social mobility and prevent homelessness
Statutory Duties Reserve	-2,350	-2,437	-87	
Strategic Economic Plan (SEP) Reserve	-1,852	-1,295	557	£0.6m transferred to new Economic Growth Reserve per August TPM decision
Street Works Permit Scheme	-836	-874	-38	
Sustainable Investment Fund	-761	-21	740	£0.7m transferred to new Economic Growth Reserve per August TPM decision
Waste Volatility Fund	-500	0	500	£0.5m application of reserve to Environment portfolio to address budget pressure arising from increased waste tonnages
Other Earmarked Reserves	-2,711	-2,571	140	
Earmarked Reserves (Excluding Schools)	-152,905	-140,616	12,289	
DSG Reserve	-5,489	-6,245	-756	Outturn underspending on Early Years, Schools and High Needs blocks transferred to ringfenced reserve
School Balances	-14,995	-16,452	-1,457	Outturn school underspending transferred to ringfenced reserve under delegated management
Total Earmarked Reserves	-173,389	-163,313	10,076	
General Fund	-20,286	-20,286	0	
Capital Grants Unapplied	-13,627	-44,669	-31,042	Net position of grants/contributions receivable and applied to capital programme. Balance due to Basic Need Grant received in advance.
Total Usable Reserves	-207,302	-228,268	-20,966	

¹ Opening balances adjusted for transfers agreed as part of 2018/19 budget as approved by County Council in February 2018

² The 1 April 2018 balance on the Interest Smoothing Reserve has been restated to finance a £27k 'expected credit loss' reduction in the carrying value of the Authority's financial assets, which has been recognised as an opening balance adjustment in accordance with the requirements of the new accounting standard IFRS 9 Financial Instruments

Maintained Schools Balances as at 31 March 2019

1. Background

- 1.1 Maintained school balances have been at a significant level for a number of years both nationally and locally, but have been falling more recently. Approved limits are expressed as a percentage of school budget shares (including sixth form funding, pupil premium etc.) and are set at 5% for Secondary schools and 8% for all other schools. Schools may hold in excess of these limits as part of their year end balances, provided they meet specific criteria set out in the West Sussex Scheme for Financing Schools.

2. School Balances Analysis

- 2.1 As at the end of March 2019, total maintained school revenue balances have increased from £14.995m to £16.452m. These totals include some year-end transactions which, due to the early closure of individual school accounts, are not processed at an individual school level until the new financial year.
- 2.2 The year-end balances at an Individual School Budget (ISB) level have increased from £14.4m to £15.6m, on a like-for-like basis, and include at least £3.6m (2018: £3.7m) which is committed for building and other projects.
- 2.2 The value of commitments has been taken from the Agreed Revenue Balance Deduction statements that have been submitted by schools at the year end. Of our 214 maintained schools, 77 have yet to submit this paperwork or have submitted a nil return, which they are permitted to do where their revenue balance does not exceed the approved 5%/8% limit. As a result, total commitments across the county will exceed this figure.
- 2.3 Of the £3.6m declared commitments, £0.9m is being held as agreed revenue contributions to capital projects, £1.6m relates to government's ringfenced grants (Universal Free School Meals and PE & Sports Grant) and £0.5m to earmarked year 7 catch-up funds in secondary schools and Devolved Formula Capital Grant funding in Voluntary Aided schools. The remaining £0.6m includes lottery funding, Teaching School balances and locality funds.
- 2.4 Uncommitted balances have increased to £12.0m from £10.6m last year, and of these £1.3m relate to School Based Direct Labour Organisations (SBDLOs) and extended school facilities.
- 2.5 The remaining revenue balances total £10.7m, which represents 3.13% of the total School Budget Share (from 2.83% - £9.4m last year).

	Total Revenue Balances as at 31.3.18	Total Revenue Balances as at 31.3.19	Committed Revenue Balances as at 31.3.19	SBDLO & extended facilities as at 31.3.19	Remaining Revenue Balances as at 31.3.19	Remaining balances as % of School Budget Share
	£000s	£000s	£000s	£000s	£000s	%
Nursery	258	-51	98	0	-149	-6.12%
Primary	*8,673	10,420	3,151	494	6,775	3.75%

Secondary	3,884	3,823	329	824	2,670	2.17%
Special	*1,512	1,226	80	2	1,145	4.15%
Alternative Provision	51	215	0	0	215	3.66%
ISB Total	*14,378	15,633	3,658	1,320	10,656	3.13%
YE Adjusts	617	819				
Total	14,995	16,452				

*excluding schools that became academies in 2018/19 - total actual figure was £14.351m

- 2.6 At the end of 2018/19, 20 schools currently appear to be holding an uncommitted balance in excess of their approved 5%/8% limit, although 6 of these schools have yet to submit their year-end commitments paperwork. The year-end returns of the remaining 14 are being investigated by officers. The total value of excess balances is currently £0.298m.

3. Schools in Deficit

- 3.1 As at 31 March 2019 there were 24 schools with deficits (down from 25 last year) of which 15 already had an agreed licensed deficit in place. The combined deficit was £1.800m (2018: £1.287m), with 60% of this total being attributable to 5 schools with deficits in excess of £0.1m. Details are shown in the table below:

	Schools in deficit at March 2018 (a)	Schools recovered deficit in year (b)	Schools newly in deficit at March 2019 (c)	Schools in deficit at March 2019 (a-b+c)	Deficit Balances as at 31.3.19 (£000s)
Nursery	1	0	1	2	252
Primary	20	9	6	17	1,177
Secondary	3	1	2	4	137
Special	2	0	0	1	234
AP College	0	0	0	0	0
Total	* 26	10	9	24	1,800

*including Littlegreen which became an academy in January 2019.

- 3.2 Last year, of the 25 schools in deficit at 31 March 2018, 10 were able to set a budget for 2018/19 which enabled them to payback their deficit, but the remaining 15 requested a licensed deficit for that financial year. Despite having a surplus balance brought forward from 2017/18, a further 6 schools were unable to set a balanced budget for 2018/19 and therefore also requested a licensed deficit.
- 3.3 The number of schools requesting a licensed deficit for 2019/20 is not yet known (see section 5 below). Those schools that do require a licensed deficit will also be required to submit a recovery plan to the Local Authority, setting out how the school budget will be brought back into balance, normally within a two year period. These plans will be monitored by finance officers on a regular basis with further support and challenge being provided as required.
4. 2018/19 Academy Conversions

- 4.1 Any maintained school converting to academy status takes its balance, be it positive or negative. However, any school becoming a sponsored academy by means of an Academy Order applied for by the Governing Body of the school, under the Academies Act 2010, takes any surplus, but any deficit is left as a charge to the Local Authority.
- 4.2 In January 2019 Littlegreen special school converted by means of an Academy Order and unfortunately also closed with a deficit of £0.254m. This cost has been included in the Education and Skills portfolio year end overspend of £1.878m.

2019/20 School Budgets

- 5.1 At the beginning of the current academic year a three year budget exercise was carried out for all maintained schools using indicative budget allocations for 2019/20 and 2020/21. All schools were asked to complete a return to the Local Authority setting out a revised budget for 2018/19 and a planned budget for 2019/20 and 2020/21 by 30th November 2018.
- 5.2 To support this new process a new three year budgeting tool was developed and a series of interactive workshops were held during October 2018 in order to provide further guidance. As at the end of March 2019, 210 schools had submitted a three year budgeting return, and the remaining 4 maintained schools were being chased up for their submission.
- 5.3 All received submissions have been reviewed, with all the schools being given a RAG risk rating:
- Red – schools with a licensed deficit in 2018/19 and/or forecasting to have a potential deficit balance as at the end of 2019/20.
 - Amber – schools expecting to remain in surplus in 2019/20, but then forecasting having a deficit balance as at the end of 2020/21.
 - Green – schools not forecasting to go into deficit in the next two years.
- 5.4 A summary of the RAG status given to each maintained school is set out below:

RAG Rating	Total Schools	Follow Up *			
		Red	Amber	Green	Up *
Nursery	4	1	1	0	2
Primary	179	41	67	59	12
Secondary	20	4	1	15	0
Special/APC	11	6	2	2	1
	214	52	71	76	15

*11 schools are being asked for further information to support their submission and 4 school submissions remain outstanding

- 5.5 The 2019/20 school budget shares for all maintained schools were published at the end of February 2019, and all these schools now have until 31st May 2019 to set and approve their 2019/20 individual school budget. Since the turn of the calendar year, as part of next year's budget setting exercise, all schools that were given a red RAG rating in the three year budgeting exercise have been

contacted by a School Resource Manager, and visits are currently being undertaken in order to help the school try and set a balanced budget in 2019/20.

- 5.6 Early indications are that a number of these schools will be able to set a balanced budget next year. In some cases this is due to carrying forward higher balances into 2019/20 as a result of pro-actively making cost savings during 2018/19, but in many cases it is likely to be through making staffing reductions either by means of redundancy or by not replacing staff who are leaving.
- 5.7 Neither the three year budget returns nor the 2019/20 school budget returns give a full picture on how schools are managing to balance their budgets. It has therefore been agreed with Schools Forum that a brief funding survey will be undertaken during May 2019 in order to obtain the additional information required to give a better picture on the challenges facing West Sussex schools.
- 5.8 The actual number of schools who will not be able to set a balanced budget in 2019/20, and therefore requesting a licensed deficit, will not be known until the end of May. The expectation is that numbers are likely to be up slightly on the 21 in 2018/19.

Special School Budgets






















































































































































































- 6.1 The sector of most concern is that of special schools, with 8 out of the 10 schools forecasting to go into deficit at some point in the next two years. Unlike mainstream schools whose budgets are being calculated in line with the new National Funding Formula, special school budgets are funded from the High Needs DSG block by means of a local formula. Due to the financial pressures being experienced within this block, the individual special school budgets have been cash frozen for a number of years. Indeed many of the top up rates of funding that the schools receive are still based on 2013/14 pay rates.
- 6.2 A further growing issue is that with the increasing complexity of need that many of the pupils who attend the special schools now have, many schools are having to recruit more teaching assistants, which means that their actual staff/pupil ratio is higher than the current funding formula allows for.
- 6.3 An urgent review of all special school budgets, and their existing funding formula is currently being undertaken. It is likely that these schools will need to be allocated more funding from within the High Needs block in order to ensure that they continue to remain viable in the future.

2018/19 CAPITAL MONITOR as at the end of March 2019

	(1)	(2)	(3)	(4)	(5)
Portfolio	18/19 Capital Programme (December County Council)	Slippage/ (Acceleration) from 2017/18	Total 18/19 Capital Programme	Full Year Actuals	Over/(Under) Spend
	£000	£000	£000	£000	£000
Core Programme					
Adults and Health	739	157	896	317	(579)
Corporate Relations	600	863	1,463	1,463	0
Education and Skills/ Children and Young People	46,352	982	47,334	26,798	(20,536)
Environment	4,590	903	5,493	210	(5,283)
Finance and Resources	4,406	120	4,526	3,939	(587)
Highways and Infrastructure	34,025	(304)	33,721	32,190	(1,531)
Leader including Economy	8,773	361	9,134	1,432	(7,702)
Safer, Stronger Communities	4,873	429	5,302	4,934	(368)
Total Core Programme	104,358	3,511	107,869	71,283	(36,586)
Income Generating Initiatives					
Corporate Relations (Gigabit)	2,700	0	2,700	1,678	(1,022)
Environment (Waste Infrastructure & YES)	7,090	2,697	9,787	5,197	(4,590)
Finance and Resources (inc Propco)	21,000	48	21,048	35,219	14,170
Leader including Economy (5 Bold Ideas)	833	567	1,400	519	(881)
Total IGI	31,623	3,312	34,935	42,613	7,677
Total Capital Programme	135,981	6,823	142,804	113,896	(28,909)
























Sources of Finance	Actuals £000
Capital Receipts	6,742
Core Borrowing	0
IGI & Bold Ideas Borrowing	58,358
External Contributions including S106	4,104
Government Grant	40,015
Revenue Contributions to Capital Outlay	4,677
Total	113,896

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	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Year End Position
Best start in life	All children and young people are ready for school and work	 2 West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >92.6%	86.0%	H	81.6%					•								A
		 3 Pupils attending West Sussex schools that are rated good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.8%	86.5%	H	81%					•								A
		 4 Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.9%	96.10%	H	92.7%					•								A
	Families and children have a healthy family, home and work life	 5 Families turned around	Quarterly	≥3,940 by 2022	3,057	H	1,281													A
	Children and young people feel safe and secure	 8 West Sussex Children Looked After per 10,000	Monthly	Top quartile of statistical neighbours by 2022 - ≤37	40	L	41.2													A
		 9 West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.9%	1.9%	L	2.4%													R
		 10 Children Looked After with 3 or more placements during the year	Monthly	Top quartile of statistical neighbours by 2022 - ≤10.34%	10.6%	L	10.7%													G
		 11 Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%													G
		 12 Child Sexual Exploitation - cases managed at medium or low levels of risk	Monthly	≥80% by 2022	80%	H	75%													G
		 13 West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	87%	H	84%													G
A prosperous place	Children and young people are able to thrive	 19 Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 33.2% and 32.4%	36.25%	L	37.3%													G
	Infrastructure that supports a successful economy	 23a Access to superfast fibre broadband	Quarterly	Additional 7,000 premises have access to superfast fibre by 2022	7,000	H	1,203													G
A strong, safe and sustainable place	A place that provides opportunity for all	 28 Economically active 16-64 year olds who are employed	Quarterly	Remain in top quartile of statistical neighbours by 2022 - ≥ 78.3%	80.2%	H	80.2%									Δ			Δ	G
	A safe place	 35 Calls to critical fires where the first fire engine met our emergency response standard	Monthly	90% by 2022	89%	H	87.3%												*	A
		 37 Operation Watershed fund allocated to community projects	Quarterly	70 projects supported by 2022	40 cumulative	H	52													G
	Strong communities	 38 Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤0.9	1.5	L	1.5									no more data available			no more data available	R
		 39 Average time between a child entering care and moving in with their adoptive family	Monthly	≤365 days by 2022	426	L	466.69													R
		 40 Safe and Well visits carried out for those at highest risk	Monthly	19,800 by 2022 cumulative	7,800	H	4,000												Δ	G
		 41 Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	below the regional average by 2022 65.19	65.19	L	56.07												*	Agenda Item 7 Appendix 6 ^g
		 42 Reports of hate crime - Total number of reports received by the Hate Incident Support Services (HISS)	Quarterly	800 reports per annum totalling 4,000 by 2022	800	H	641												*	
	Sustainable environment	 43 Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh													
		 44 Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	17,612	L	32,022													

	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/ Low	Baseline	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Year End Position
Independence for later life	A good place to grow old	49 Quality of care in homes: ratio of care home providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 85.45%	82%	H	79%			79% ↓			78% ↓			79% ↑			77% ↓	Agenda Item 6 Appendix 6
		50 Quality of care at home: ratio of at home care providers rated good or outstanding by the Care Quality Commission	Quarterly	Top quartile of statistical neighbours by 2022 - 90.86%	90.86%	H	90%			90% ↑			89% ↓			91% ↑			86% ↓	
	Older people have opportunities to thrive	52 Delayed transfers of care from hospital that are attributed to social care	Monthly	2.6 delayed days per 100,000 population per day (nationally set target) by 2018/19	<2.6	L	5	3.6 ↑	2.8 ↓	2.5 ↓	2.0 ↓	2.2 ↑	3.2 ↑	2.5 ↓	1.64 ↓	1.67 ↓	1.96 ↑	2.6 ↑	* *	
A council that works for the community	Open and transparent	59 Freedom of Information requests responded to within time	Monthly	95% by 2022	90%	H	80%	85% ↑	86% ↑	91% ↑	80% ↓	89% ↑	80% ↓	77% ↓	90% ↑	80% ↓	83% ↑	82% ↓	89.4% ↑	A
		60 Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022	28.6%	H	26%			37.5% ↑			37.5% →			27.5% ↓			27.6% ↑	A
		61 Residents subscribing to receive online updates on the democratic process	Quarterly	Increase by 100 each year to 2022	18,951	H	18,851			23,522 ↑			23,373 ↓			23,122 ↓			23,158 ↑	G
		62 Decision transparency	Quarterly	To increase to 75% the number of key decisions published in the Forward Plan at least 2 months prior to the decision being taken by 2022	67%	H	64%			78% ↑			73% ↓			68% ↓			73% ↑	G
		63 Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022	4,823	H	3,986	4,516 ↑	4,584 ↑	4,719 ↑	4,866 ↑	5,021 ↑	5,169 ↑	5,456 ↑	5,580 ↑	5,652 ↑	5,791 ↑	5,984 ↑	6,100 ↑	G
	Listens and acts upon	64 Residents' issues considered by County Local Committees	Quarterly	20% by 2022	12%	H	11%			21.2% ↑			21.2% →			39.5% ↑			45.8% ↑	G
		65 Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%			100% →			100% →			100% →			100% →	G
		66 The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%			100% →			100% →			100% →			98% ↓	G
	Works in partnership	67 Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	6	H	3			4 →			6 ↑			7 ↑			7 →	G

* One month delay * * Two month delay Δ One quarter delay ● Schools closed

	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	2014/15	2015/16	2016/17	2017/18	2018/19	Year End Position
Best start in life	All children and young people are ready for school and work	 1 Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >73.35%	71.5%	H	70.6%	59%	63.5%	68.3%	70.6%	71.4%	G
		 6 Healthy weight 10-11 year olds	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >69.2%	69.2%	H	70.3%	69.3%	68.5%	70.3%	70.1%	*	G
	Access to education that meets the needs of our community	 14 Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 63.7%	62%	H	56.2%	Data not comparable - format and scoring is different		48.2%	56.2%	61.5%	A
		 15 Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64%) by 2022	61%	H	55%	Data not comparable - format and scoring is different -		45%	55%	61.8%	G
		 16a Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Feb)	Top quartile of statistical neighbours by 2022 - 100%	98%	H	96%	95%	95%	96%	96%	*	A
		 16b Countywide take up of free early education and childcare: 2 year old	Annually	Top quartile of statistical neighbours by 2022 - 83%	80%	H	79%	62%	68%	79%	82%	*	G
		 17 Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 - >0.07	0.05	H	0.03	Data not comparable - format and scoring is different		0.1	0.03	0.05	G
		 18a Children Looked After achieving educational outcomes in line with their peers KS4	Annually (Jul)	In line with national average of peers KS4 -1.18	-1.18	H	-1.14	Data not comparable - format and scoring is different		-0.74	-1.46	-0.91	G
	Children and young people are able to thrive	 18b Children Looked After achieving educational outcomes in line with their peers KS2	Annually (Jul)	In line with national average of peers KS2 31.7%	18%	H	n/a			23.10%	13.6%	31.3%	G
		 18c Children Looked After achieving educational outcomes in line with their peers KS1	Annually (Jul)	In line with national average of peers KS1 33.8%	20.3%	H	15.8%			16.7%	33.3%	10.0%	R
		 20a Attainment of disadvantaged pupils is in line with their peers KS4	Annually	In line with national average of peers by 2022 KS4 0.51	0.69	L	0.75	Data not comparable - format and scoring is different		0.58	0.75	0.79	R
		 20b Attainment of disadvantaged pupils is in line with their peers KS2	Annually	In line with national average of peers by 2022 KS2 20%	22.25%	L	23%			24%	23%	23.4%	A
		 20c Attainment of disadvantaged pupils is in line with their peers KS1	Annually	In line with national average of peers by 2022 KS1 18.5%	21%	L	22.2%			19.4%	22.2%	20.2%	G
		 21 Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 12.89%	12.38%	H	12.2%	11.9%	12.2%	11.9%	10.8%	*	R
A prosperous place	A place where businesses thrive	 22 Business survival and retention (5 year survival rate)	Annually (Nov)	Top quartile of statistical neighbours by 2022 - > 48.5%	44.65	H	43.3%	2010-15 43.3%	2011-16 46.6%	2012-17 47%	2013-18 **	2014-19 **	G
		 23b Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	96%	H	95%				95.6%	95.9%	G
	Infrastructure that supports a successful economy	 24 Additional school places delivered	Annually (Oct)	Total school places 120,645 by 2022	114,412	H	109,017				126,143	127,232	G
		 25 Cycling - total length of cycle path - new installations	Annually	60% increase by 2022 on the amount of new installation	11.32km	H	0km	Highways England agreed they should be able to provide an annual figure for km of new cycle route delivered each year, but not routinely reported on at the moment.			5.57km	11.37km	G
		 26 Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Nov)	5% or less by 2022	5%	L	5%	2013-15 6%	2014-16 3%	2015-17 4%	2016-18 3%	2017-19 4%	G
		 27 Average gross weekly earnings for full time workers resident in West Sussex	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≥ £554.10	£554.10	H	£557.20	540 (2014)	552.7 (2015)	557.2 (2016)	554.1 (2017)	574.9 (2018)	G
	A place that provides opportunity for all	 29 16-17 year olds who are not in education, employment or training	Annually (Mar)	Top quartile of Local Authorities nationally by 2022 - <1.9%	2.7%	L		not comparable - 16-18 yo - now measure 16-17 yo				2.7%	G
		 30 Apprentices in West Sussex	Annually (Nov)	≥7,390 by 2022	6,383	H	5,790	5,400	5,790	5,920	4,790	*	R
		 31 Adults with learning disabilities who are in paid employment	Annually (Oct)	England average or better by 2022 - 5.7%	3.5%	H	2.2%	2.2%	2.2%	2.2%	3.2%	*	A
	A skilled workforce for West Sussex												

* One year delay ** Two year delay

	Outcomes	Measures for success	Reporting Cycle Due	Target	2018/19 Milestone	Aim High/Low	Baseline	2014/15	2015/16	2016/17	2017/18	2018/19	Year End Position
A prosperous place	A great place to live, work and visit	32 Residents who feel happy with West Sussex as a place to live, work or visit	Biennial (Oct 18)	Top quartile of statistical neighbours by 2022 - 90.86%	91%	H	n/a	Data will be gathered for the first time from the What Matters to You survey. Question not asked before.				70%	A
		33 Economic growth - GVA	Annually (Dec)	Above South East average by 2022 - £28,506	£26,864	H	£25,221	£25,033	£25,221	£25,978 ↑	£26,568 ↑	*	A
A strong, safe and sustainable place	A healthy place	7 Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Annually (Mar)	172.3	208.3	L	220	231.3	262.7	220.3 ↓	222.2 ↑	*	R
		34 Air Quality Management Areas where air quality is improving	Annually (Dec)	10 Air Quality Management Areas with improved air quality	10	H	9			9 ↓	8 ↓	*	R
	A safe place	36 People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≤57	91	L	103	108	101	103 ↑	102 ↓	*	R
	Sustainable environment	45 Ultra-low emission vehicles registered for the first time	Annual	Top quartile of statistical neighbours by 2022 - > 488 registered vehicles	365	H	327			2016 327	2017 391 ↑	*	G
		46 Household waste sent to landfill	Annual	9% by 2022 (top quartile)	25%	L	49% sent to landfill		38.4%	49%	39% ↓	27.06% ↓	A
	A place of culture, heritage and beauty	47 Museums and theatres in West Sussex - visitors at attractions	Annually (Jul)	20% increase by 2022	1,942,709	H	1,850,199			1.9m	3.7m ↑	*	G
		48 Areas of Outstanding Natural Beauty in West Sussex - Up-to-date Management Plans adopted for the two AONB	Annually (Apr)	100% of plans reviewed every 5 years	100%	L	100%			100%	100% →	100% →	G
Independence for later life	Older people feel safe and secure	51 People who use services who say that those services have made them feel safe and secure	Annually (Jun)	95% by 2022	94%	H	82.9%	88.3%	82.9%	93.5% ↑	87.1% ↓	*	R
	Older people have opportunities to thrive	53 Older people (aged 65+) who were still at home 91 days after discharge from hospital	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >86.9%	86%	H	83.7%	71.4%	88.8%	83.7% ↓	87.8% ↑	*	G
	People are healthy and well	54 Emergency admissions for hip fractures in those aged 65+, per 100,000	Annually (Dec)	maintain at 612 per 100,000 by 2022	611	L	578	595	578 ↓	595 ↑	568 ↓	*	G
	Older people feel part of their community	55 Social isolation - adult social care users who have as much social contact as they would like	Annually (Jun)	50% by 2022	44%	H	45.8%	45.5%	45.8%	43%	41.2% ↓	*	R
A council that works for the community	Customer focused	56 Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	75%	H	0%	Data will be gathered for the first time from the What Matters to You survey. Question not asked before.				46%	R
	Value for money	57 Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	75%	H	0%	Data will be gathered for the first time from the What Matters to You survey. Question not asked before.				35%	R
	Open and transparent	58 Residents who find it easy to access information, services and support they need	Annually (Sep)	80% by 2022	75%	H	53%			53%	54% ↑	48% ↓	R

* One year delay ** Two year delay

West Sussex Plan targets not met (March 2019)

Target	Why have we missed our target	What are we doing to put it right
Best Start in Life		
(9) West Sussex children subject to Child Protection Plan for 2 years or more	As evidenced in the recent Ofsted inspection of our children's services we are not delivering our ambitions for many children who need our support. This is particularly the case for children who are looked after. Ofsted identified a number of systemic and practice issues which need to be addressed and which will help us meet our target.	We are putting in place an improvement team to deliver the Ofsted recommendations and to make sure that our social work practice improves and delivers better outcomes for looked after children. As part of our response to Ofsted and as required by the DfE we are developing an improvement plan which is overseen, monitored and challenged by our Children's Services Improvement Board which has an independent chair. The Board will have a focus on seeing improvement in the quality of plans for looked after children. Timescales for action and demonstration of improved outcomes.
(20) Attainment of disadvantaged pupils is in line with their peers	Performance links directly to a small number of poorer performing schools/academies	<p>We have increased the challenge on data relating to disadvantaged and additional visits from our school effectiveness team and carefully focused interventions have been implemented in targeted schools where disadvantaged are just below thresholds to boost progress</p> <p>School to school support projects including support from our secondary teaching schools have been focused on improving effectiveness of schools through our AIIB school improvement and SIF grant funding initiatives, targeting specific low performing schools. These projects are being monitored closely for improved impact on performance</p>
A Prosperous Place		
(21) Business start-ups as a percentage of total active businesses	The number of business births in West Sussex has fallen over the year 2016-2017, as it did across all county and unitary authority areas in the South East region,	The ambition is to move to the top quartile, through progressing the West Sussex Economic Growth Plan 2018 – 2023 with activities including the provision of start-up space e.g. Bognor and Horsham business

Target	Why have we missed our target	What are we doing to put it right
	but in comparative terms we rose in ranking to 6 th from 8 th against our statistical neighbours. Whilst the decline has occurred against the slowing of the broader economy nationally as well as potential uncertainty related to the UK's future relationships with the EU, it is noted that the trend in West Sussex has occurred at a time of falling unemployment and increased employment rates - with a significant increase in the percentage of residents who are employees.	park.
(30) Apprentices in West Sussex	The introduction of new apprenticeship standards has been delayed by the government, thus reducing the number of opportunities for apprentices and employers.	We will press Government to improve its Apprenticeship scheme and implement the recommendations made in the National Audit Office report of March 2019.
A Strong, Safe and Sustainable Place		
(7) Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	As self-harm is due to multiple and inter-related risk factors, there is no single or simple approach that impacts on this area. As the indicator only measures activity at the upper end of the pathway, i.e. Hospital admissions, it is difficult to assess the effect of preventative interventions which may have an effect downstream.	Continuing to commission (with our NHS partners) a comprehensive set of interventions across the pathway, from prevention, through to early intervention and then on to more specialist clinical services Producing a rapid health needs assessment to identify key local drivers and priority areas for action. Commissioning a whole school emotional wellbeing service and a recruiting a dedicated self-harm post. Ensuring that West Sussex and Sussex and East Surrey STP suicide prevention activity is aligned with this area.
(34) Air Quality is improving in Air Quality Management Areas	This could be due to a number of factors such as weather variations and volume of traffic.	Each District or Borough with an Air Quality Management Area is required to produce and deliver an action plan. All Districts and Boroughs are, with WSCC, members of Sussex-air and all West Sussex

Target	Why have we missed our target	What are we doing to put it right
		authorities are members of the Inter-Authority Air Quality Group. The Sustainability Team and Public Health Team are co-producing a long-term behaviour change.
(36) People killed or seriously injured (KSI) in road traffic accidents	This is an extremely challenging target and one where interventions implemented by WSCC will take time to impact upon outcomes.	Re-focus our investments to ensure safety is our key driver. Supporting national and regional initiatives that strive to implement behaviour change
(38) Households living in temporary accommodation per 1,000 households	Full service roll out of Universal Credit across the county is making the private rented sector reluctant to rent out properties to families reliant on this benefit to pay the rent. Reduced access to private rented accommodation is adversely impacting on the ability of local authorities to source alternative housing solutions for homeless or potentially homeless families and move them out of temporary accommodation.	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. 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 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.
(39) Average time between a child entering care and moving in with their adoptive family	As evidenced in the recent Ofsted inspection of our children's services we are not delivering our ambitions for too many children who need our support. This is particularly the case for children who are looked after. Ofsted identified a number of systemic and practice issues which need to be addressed and which will help us meet our target. Ofsted were particularly focused on poor permanent planning for our children and in the lack of use of a foster to adopt	We are putting in place an improvement team to deliver the Ofsted recommendations and to make sure that our social work practice improves and delivers better outcomes for looked after children. As part of our response to Ofsted and as required by the DfE we are developing an improvement plan which is overseen, monitored and challenged by our Children's Services Improvement Board which has an independent chair. The Board will have a focus on seeing improvement in the quality of plans for looked after children. Timescales for action and demonstration of improved outcomes.

Target	Why have we missed our target	What are we doing to put it right
	approach. This is exacerbated by high caseloads and a high turnover of staff at all levels.	As part of this improvement there will be a focus to enable children to experience permanence. We have already reviewed some of our policies on fostering and adoption and made immediate changes for example, the confirmation of permanence timescale. The Improvement Plan will have a significant focus on fostering and adoption in response to Ofsted's comments.
Independence for Later Life		
(51) People who use services who say that those services have made them feel safe and secure	Performance varies as the question is subjective and the responses change depending on local perceptions around all services, it is important we look at what makes people feel safe both in and outside of their home.	We are working with our Community Safety teams and partners, to improve peoples' knowledge both of the level of safety and how to stay safe in their local area. All teams have activities planned throughout the coming year to ensure that a focus is maintained to ensure services are monitored and we can identify improvements and so improve this indicator. Activities include; the Safer West Sussex Partnership publishing the West Sussex Community Safety Agreement for 2019/20, a Get Safe online monthly campaign with Sussex Police, to include questions about people's feelings of safety and security to Adults services forms.
(55) Social isolation - adult social care users who have as much social contact as they would like	A combination of increased numbers of elderly people and we have not fully recognised how to improve this target we need a whole Council approach.	The new approach now includes developing Community Hubs, working with Public Health colleagues, the Fire and Rescue Service, changing and developing Adult social care to help identify and support both customers and carers, providing spaces and areas where people can chat. Activities include; strategic reviews of West Sussex Social Support contracts, developing a bereavement pathway with the aim to reduce social isolation and ensure people are aware of all the different types of support.

Target	Why have we missed our target	What are we doing to put it right
A Council that Works for the Community		
(56) Level of satisfaction of the services received by our residents	The 'What Matters To You Survey?' in 2018 received almost 2,500 responses. In the survey residents responded to a question about satisfaction levels with council services and the response given demonstrated a perception of low satisfaction against the target set.	The communications team will work closer with services to put additional focus around the promotion of features on service improvements and resident success stories – especially around the areas where residents were least satisfied. Also a project is underway to look at options for launching a new residents' survey.
(57) Residents who agree he council provides good value for money	The 'What Matters To You Survey?' in 2018 received almost 2,500 responses. The target has been missed because those that took part in the survey did not perceive the council is delivering good value for money. There could be a host of reasons for this but one could be that there is a lack of awareness of the work we are doing to deliver value for money for our residents.	The communications team increased the promotion of budget-related information this year, the results of which are currently being analysed. The council is committed to being as efficient and effective as possible and we are doing things to make the best use of the resources we have. We are investing in solar farms to power homes but also generate income. We are working with partners to bring together growth and investment across the county and we are looking at creating community hubs to protect vital services and making the most of the buildings we have. We are engaging with residents proactively about the financial situation and the work we are doing to deliver value for money.
(58) Residents who find it easy to access information, services and support they need	To make it easy for our customers we need to remove some of the barriers they face, and provide them with other channels to contact us at a time that is easy to use and convenient to them	We continually work with services to improve their top volume areas, stripping out none value-added for customers and staff. We are also deploying and testing new digital capability across 10 customer journeys, this solution will then rollout across the organisation.

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Workforce KPIs

2018 Q4
January - March 2019

Indicator	West Sussex County Council								
	2017/18	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2018/19 Total/Overall Result	Change since 2017/18	Target 19/20	Commentary





Resourcing & Talent

Employed workforce	Total Headcount (total number of people employed over reporting period)	5,684	5,248	5,352	5,262	5,257	5,761	↑ 77	N/A	Headcount and FTE levels are relatively consistent with 2017/18 indicating a stable workforce size.
	Active Headcount (number of people employed on 28th of last month of reporting period)	5,089	5,106	5,203	5,148	5,152	5,152	↑ 63	N/A	
	Active FTE (on 28th of last month of reporting period)	4,438	4,460	4,552	4,519	4,526	4,526	↑ 87.5	N/A	
	Employee pay bill (including on costs and casuals, excluding agency and schools)	£177,571,210	£45,908,653	£46,128,204	£47,639,257	£46,648,557	£186,324,671	↑ £8,753,461	N/A	The increase in pay bill compared to 2017/18 is largely due to payment of cost of living pay awards, retention payments paid to social workers and an increase in employer NI costs.
Casuals (number of casuals on payroll, not necessarily worked that quarter)	Headcount	855	764	727	712	698	882	↑ 27	N/A	We are looking to increase the WSCC casual bank as a complimentary temporary resource pool to work alongside formal agency contract arrangements. However, the Headcount for Casuals has only shown as slight increase since 2017/19 and the number of 'Social Care Casual Bank Starters' (10) is significantly below the target of 100. This is a new initiative and there have been some logistical challenges which have taken time to resolve. However, there are currently an additional 15 people in the recruitment pipeline and these will shortly convert to 'starters'.
	Social Care Casual Bank Starters			2	2	6	10	↑ 10	100	
Agency (Manpower)	Headcount	724	395	366	297	297	558	↓ -166	N/A	The use of 'Agency (Manpower)' is down and total cost has reduced by twice the target. This reduction in use and cost reflects the close monitoring and intervention measures introduced to reduce agency reliance.
	Contract spend	£10,589,851	£2,659,329	£2,547,348	£2,124,381	£2,143,037	£9,474,095	↓ £1,115,757	Reduction of £0.5m since previous year	
Recruitment	Number of starters	682	253	288	111	157	809	↑ 127	N/A	The increase in both 'Starters' & 'Leavers' from 2017/18 is reflected in an increased turnover. This indicates that whilst we have a stable workforce size, there is an increasing churn within that total size across the year. The annual turnover rate of 14.3% (up 3.2%) is at the top end of the target range of 8% to 15% - this will continue to be closely monitored.
Retention	Number of leavers	633	282	218	179	145	824	↑ 191	N/A	
Staff turnover	Turnover rate	11.1%	5.4%	4.1%	3.4%	2.8%	14.3%	↑ 3.2%	Between 8-15% (rolling 12 month target)	

Performance & Skill

Manager performance completing appraisals	Manager appraisal response rates	65%							100%	The final year Appraisal Summary Statements are currently being captured from managers. This information will be used to provide a detailed position of Appraisals when the Annual Outturn of Workforce KPIs is presented at the meeting in July
	Appraisals with completed summary statements	56%							100%	
Training & development	Staff induction completion rates	47%	46%	53%	67%	73%	73%	↑ 26%	90%	'Staff Induction Completion Rates' have improved significantly to 73% putting it on course to meet the target of 90% in 2019/20 – the recently introduced requirement for new employees to complete induction training within 3 months will help drive this required improvement to reach the target

Indicator	West Sussex County Council								
	2017/18	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2018/19 Total/Overall Result	Change since 2017/18	Target 19/20	Commentary

Health, Safety & Wellbeing										
Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	65,021	15,000	15,239	16,837	19,370	66,446	 1,425	N/A	The increase in 'Sick Days Lost' and 'Average Sick Days Per FTE' in Q3 & Q4 reflects an annual trend over the winter months. The average sick days lost remains at the same level as 2017/18 (the methodology for reporting sickness absence has changed - please see the additional commentary for details)
	Average sick days per FTE	14.7	3.4	3.3	3.7	4.3	14.7	 0.0	TBC	
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents to the Health and Safety Executive (HSE)	Violence at work	3	0	1	1	0	2	 -1	N/A	These KPIs reflect the statutory reporting requirements of RIDDOR. Incidents are low and those reported to the Health and Safety Executive (HSE) are rigorously reviewed for practice change considerations
	Accident	5	1	2	1	0	4	 -1	N/A	
	Dangerous occurrence	1	0	0	0	0	0	 -1	N/A	
	Total RIDDORs reported to HSE	9	1	3	2	0	6	 -3	N/A	

		Children, Adults, Families, Health & Education		Communities & Public Protection		Economy, Infrastructure & Environment		Chief Executive's Department		Total WSCC	
		2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	43,480	45,510	12,417	11,139	6,500	6,431	2,624	3,366	65,021	66,446
	Average sick days per FTE	17.6	17.9	11.6	10.4	13.6	13.1	6.3	7.9	14.7	14.7

Transformation Programme - Performance

1. Introduction

- 1.1 The primary purpose of the Transformation Programme is to support the delivery of the West Sussex Plan, by putting in place and delivering a range of projects that will both improve service delivery and support our future savings plans.
- 1.2 As set out in the Budget Report approved by Full Council in February 2019, since the summer of 2016 to the summer of 2018 we have focussed on making our organisation fit for the challenges ahead of us (Stepping Up). We have now successfully completed our first phase of transformation and formally closed the Step Up Programme. This first phase has enabled us to build organisational capability so we can deliver our second phase of transformation – Whole Council Design – with full delivery confidence.
- 1.3 We know there is still much to do. In Rising to Our Challenge 2022 (launched in October 2018 and known colloquially as The West Sussex Way), we set out the financial, performance and culture challenges we face. Whole Council Design is our second phase of transformation to change the way we operate to overcome these challenges. By becoming more efficient and effective, we will make sure that the budget agreed by the Cabinet in February is used to deliver the outcomes we committed to achieving for our communities by 2022.

2 Council Design

- 2.1 Whole Council Design focuses on three delivery themes – Customer, Community and One Council.
 - The **customer theme** supports our West Sussex Way principle to be more effective and put our customers at the heart of everything we do. Most of the customer projects are designed to help us manage demand through channel shift and influencing behaviour.
 - The **community theme** supports our ambition to build resilient communities and re-shaping the relationship between citizens and the state. One of our key priorities under this theme is to deliver our community hubs strategy. By providing more services under one roof we can protect frontline services and rationalise our estate.
 - The **one council** theme will ensure delivery of our West Sussex Way principles to do what works, share accountability and lead together as one team.
- 2.2 Whole Council Design also has three cross cutting themes:
 - **Accelerated Activity** - We will continue accelerated activity we started in April 2018 to build momentum and deliver change at pace.
 - **Digital** - We will be digital by design to support our West Sussex Way principle to be more efficient. We know our customers are not all the same. We will make a variety of channels available for them to contact us

and ensure our resources are prioritised for our most vulnerable customers.

- **Culture** - We will harness all the talent available to take our staff on the change journey. We want everyone in our organisation to understand the impact of changes we make in one area on another and work collaboratively to solve problems.

- 2.3 Our delivery and cross-cutting themes will ensure we work together as a 'whole council' to tackle the financial, performance and culture challenges we face.

3. Progress Update

- 3.1 We have already mobilised a number of projects in the first six months of the transformation programme. A summary of these is provided by theme below:

Customer Theme

Right Service Right Place Project - A baseline review of our digital landscape showed that almost all our forms are not linked to our systems signalling a high incidence of data double entry and limited ability for customers to transact with us online. We know from the experience of other local authorities that we can reduce demand for simple transactions by making them available online. Earlier this year, we procured a technology platform for eForms that will enable us to link forms to our systems. This will channel shift demand, improve the customer experience and free up our resources to prioritise our most vulnerable customers.

Our Work Anywhere Project - We are rolling out new technology to change our ways of working to reduce travel, reduce use of natural resources (e.g. paper), reduce the impact on the environment (CO2 emissions) and increase productivity. This new equipment will help us work differently – i.e. print less, make better use of audio and video conferencing, use OneNote software, work from a wider range of locations and travel less.

Community Theme

Community Hubs Project – Our community hubs strategy is designed to tackle rising pressure for our services (which is increasing the prospect and potential for service reductions to some communities) and secure the long-term sustainability of our buildings. Our strategy is threefold:

- To combine services under one roof;
- To move away from traditional models of separate buildings for separate services;
- To make the best use of assets.

Following approval of the Cabinet Member for Safer Stronger Communities to progress Community Hubs, we are proceeding with the design stage and procurement of a main contractor to create our first community hub in Worthing in June 2020. In parallel, we have started work to develop a pipeline for future community hubs across the county.

One Council Theme

Smart Core Project – Our Finance, Procurement and HR system (SAP) was implemented in the early 2000's. Over the years, there has been intermittent and disjointed investment in customising the systems and varying levels of integration with other systems. The combined effect of these events has resulted in a system that is difficult to navigate for users and costly to support and maintain. The current version of SAP we are operating is also reaching the latter stages of its life and will not be supported from 2025. This month, we are starting work to capture our requirements for replacing this crucial business system in readiness for a decision in the autumn on whether we should proceed with procurement of a replacement.

Support Focus Project – This project focuses on implementing a new model for managing administrative activity in an efficient and effective way. Early work has started to identify what good looks like based on business support models implemented in other comparable local authorities.

Accelerated Activity

Big Ideas - The Big Ideas Platform was launched in April 2018 as the delivery vehicle for implementing staff ideas at pace. To date, 46 ideas have been submitted. Some examples of ideas implemented to date include advertising Your Energy Sussex on our fleet of pool cars, installation of defibrillators in our offices and provision of cases for mobile phones. These ideas are designed to save time/money, generate income, improve processes and/or wellbeing. Other initiatives underway include walking a mile with a smile, advertising 'Experience Sussex' on our fleet vehicles and creation of an accessibility map to assist staff and customers with disabilities.

Digital

County Ventures – We have launched our first County Venture – Cornerstone. County Ventures is an innovative private/public sector collaboration to drive sustainable change and transformation that WSCC is spearheading with the County Council Network. The Cornerstone Partnership is a social enterprise with a mission to improve the lives of children and families touched by the care system. Cornerstone has pioneered the world's first virtual reality (VR) experience for fostering and adoption services as well as immersive therapeutic support using social VR to help children in the care system. The VR tool helps change behaviour by creating empathy for childhood trauma. Around 18 local authorities are already using this product. We joined a pilot earlier this year and have successfully trained 11 staff in the Council. Over the coming months, we will assess the impact of the tool on keeping families together and avoiding placement breakdown.

Culture

Join The Dots Project – We have started work to firm up our business planning and performance management processes and systems. We are linking the delivery of the West Sussex Plan priorities to the organisation's business plans and staff objectives creating a golden thread to ensure delivery of the Council's

priorities. In addition, we are adopting an organisational change process to help make the changes we need to make to become an effective and efficient organisation.

4 Transformation Board Reserve Movement

- 4.1 The Transformation Reserve opening balance at 1st April 2018 was £11.513m. This was to fund both Step Up expenditure (£0.876m) and additional transformation activity (£2.905m) across the County Council including the investment in Children's services for reward and retention, Manpower contract novation; Health and Care Reform and other activities.
- 4.2 The balance of funding has now transitioned to support Whole Council Design, with £0.985m being spent on the programme in 2018/19. This has left a transformation reserve closing balance of £6.747m as at 31st March 2019. The table below details the 2018/19 transformation reserve spend by theme. A further £7m is currently committed to be spent in 2019/20.

Projects Funded by Transformation Reserve	Total Spend In 2018/19 £'000	Reserve Summary £'000
Transformation Reserve Opening Balance		(11,513)
Whole Council Design Programme		
Community Programme	216	
Customer Programme	130	
Accelerated Activity Programme	62	
Transformation Portfolio Office team resource	68	
Other WCD Projects	509	
		985
Pre Whole Council Design Programmes		
Step Up programme	876	
		876
Other Transformation Activity		
Children's Social Care Q&D Board Projects	804	
Adults Services Projects	777	
Voluntary Severance	1,037	
Other Transformation Projects	287	
		2,905
Transformation Reserve Closing Balance		(6,747)

- 4.3 A contribution of £6.5m will be added to the transformation fund in 2019/20 to support other projects as they mobilise.
- 4.4 The Whole Council Design savings target for 2019/20 is £1.5m, which is expected to be achieved through three projects - Our Work Anywhere, Right Service Right Place and efficiencies from implementing a new Staff App. Further savings have been profiled in 2020/21 and 2021/22. The original estimation of savings to be achieved from Whole Council Design was £17m.

Performance and Finance Select Committee
22 May 2019
Capital Programme Quarter 4 Performance Monitor report and Outturn 2018/19
Report by Executive Director of Place Services

Executive Summary

The attached report provides a status position on the Capital Programme Performance, as at end of March 2019 and Outturn 2018/19.

Focus for Scrutiny

The Committee is asked to review, comment on and make any relevant recommendations for action to the Cabinet Member in relation to the March 2019 and outturn 2018/19 performance report of the capital programme.

1. Equality Impact Review

- 1.1 An Equality Impact Report is not required as it is a report dealing with internal or procedural matters only.

Lee Harris

Executive Director of Place Services

Contact Matt Hall, 033 022 22539

Annex Capital Programme 2018/19 – 2022/23

Quarter 4 Performance Report

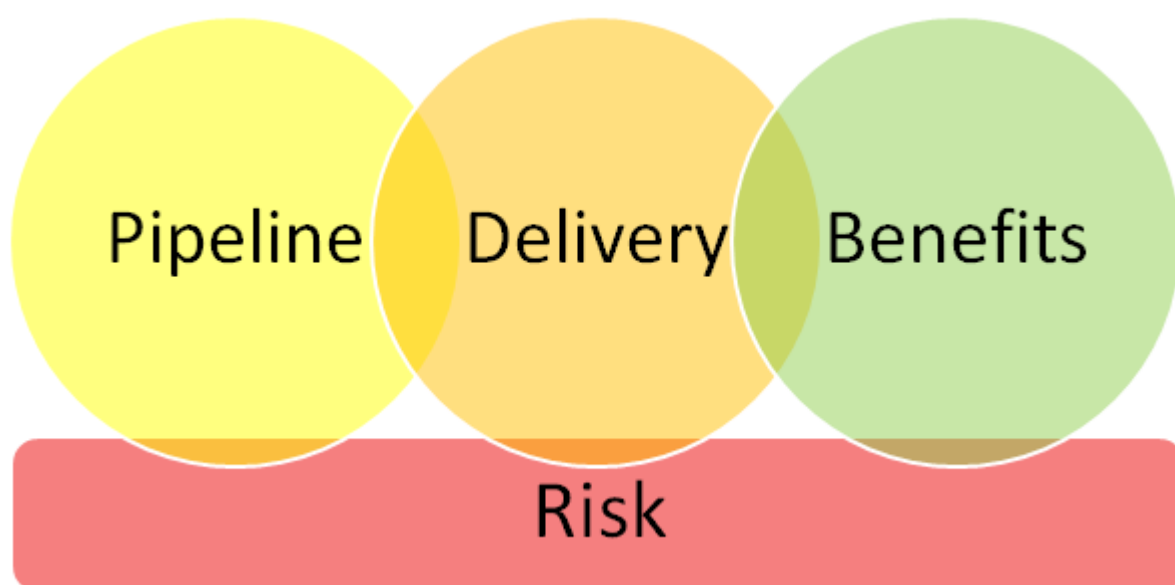
Appendix A Quarter 4 Performance by Portfolio Report

Background papers

None

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Capital Programme 2018/19 – 2022/23
Quarter 4 Performance Report

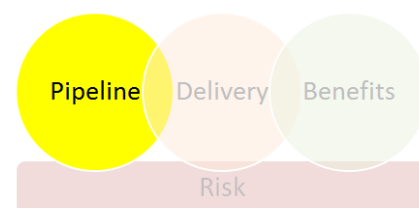


Performance and Finance Select Committee
22 May 2019

Capital Programme 2018/19 – 2022/23

1. Pipeline

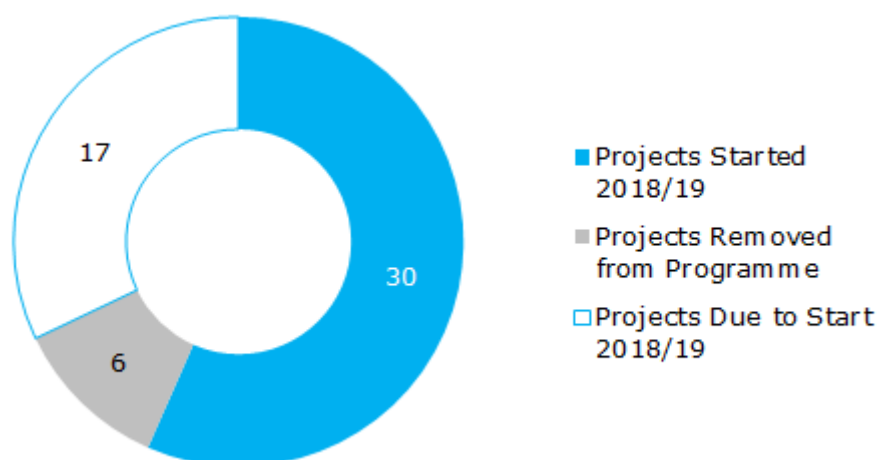
1.1 Projects that have had a Strategic Outline Case (SOC) approved and are included in the approved 5-year capital programme are considered to be in the pipeline. The preferred option/s will be developed into a Full Business Case (FBC) for a decision whether or not to proceed, taken in accordance with the approved capital programme governance.



1.2 For some programmes of work, further updated Strategic Outline Cases are required before individual projects start dates are identified. Projects that go on to be approved in accordance with capital governance, are then considered to be “in delivery” and produce highlight reports contributing to the delivery section of this report.

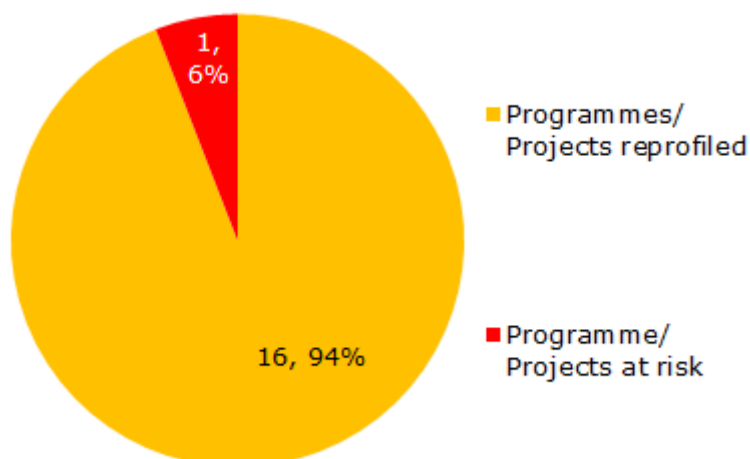
1.3 The Capital Programme Office (CPO) is currently monitoring the development of 84 programmes and projects in the 5-year pipeline.

1.4 In 2018/19, 30 proposed projects had a Full Business Case developed and approved, enabling the project to enter delivery stage. 17 projects originally planned to produce a Full Business Case have not been brought forward by the end of March 2019.



1.5 Of 17 projects in the Pipeline proposed to start in 2018/19, 16 reported an issue affecting the originally planned progress and 1 was reported to be “at risk”:

2018/19 Starts – Status of Pipeline Projects



1.6 6 projects were removed from the pipeline in 2018/19:

Project	Location	Reason
PropCo – Wallis Centre, East Grinstead	Mid Sussex	Review of the business case leading to revised estimated value for money indicating the project should not be progressed
Crawley Streetlighting LED Replacement	Crawley	Strategic review of project outcomes leading to the project being returned to pipeline
Crawley Growth Programme – Station Gateway	Crawley	Project removed from West Sussex County Council programme. To be delivered by Crawley Borough Council
St Josephs, Hunston, Solar Farm and Battery Storage	Chichester	Feasibility investigations indicate grid capacity constraints. Project not considered to be viable and removed from the programme
Easthampnett, Aldingbourne Solar Farms and Battery Storage	Arun	Feasibility investigations indicate the site is too small for a viable scheme. Project to be removed from the Pipeline
Crawley Growth Programme – Grade A Commercial acquisition in Crawley Town Centre	Crawley	Proposed project required corporate funding and this was considered not to be value for money

1.7 A summary of the proposed projects where development has been “reprofiled” or is considered “at risk” is set out in the table below. Those shown as GREEN under “deliverability status” have been re-profiled to begin delivery during 2019/20:

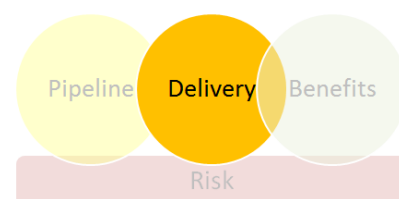
Profiled GO/NO GO Date	Project	Status	Reason	Deliverability Status
Jan 2019	Crawley Growth Programme - Manor Royal Junction Improvements	REPROFILED	Decision delayed to June 2019 due to need to align designs with Crawley Borough Council cycling and walking strategic projects and additional consultation activity in Manor Royal	GREEN
Jan 2019	Crawley Growth Programme - Manor Royal Bus Lane	REPROFILED		GREEN
Jan 2019	Worthing Growth Programme – Portland Road Public Realm Improvements	REPROFILED	Decision delayed to June 2019 to allow for consideration of alternative delivery options	GREEN
Mar 2019	Horsham Enterprise Park	REPROFILED	Planning application submitted in December 2018 and expected to be considered by Horsham District Council in June 2019	GREEN
Jul 2018	One Public Estate – East Street, Littlehampton	REPROFILED	Issues with consultant capacity and resource planning, Full Business Case expected in June 2019	GREEN
Oct 2018	One Public Estate – The Brow, Burgess Hill	REPROFILED	The scope and complexity of the Brow project enlarged by inclusion of the school. Additional Government funding awarded for viability/ feasibility works	GREEN
Jul 2018	One Public Estate – Drayton Depot Blue Light Maintenance Facility, Chichester	REPROFILED	Increased specification requirements from services being considered in revised feasibility, Full Business Case expected in January 2020	GREEN

Mar 2019	In-House Social Care Day Centres – Judith Adams and Chestnuts Adaptation	REPROFILED	Consultant's programme planning providing realistic delivery timeframe. Full Business Case expected in July 2019	GREEN
Jul 2018	PropCo – Angel's Nursery, Barnham, Arun	REPROFILED	Site being marketed and bids received	GREEN
Sep 2018	Worthing Community Hub	REPROFILED	Full business case being prepared	GREEN
Dec 2018	A29 Re-Alignment Design	REPROFILED	CM Decision taken, officer Key Decision pending LEP Investment Committee review of business case	GREEN
Oct 2018	Waste RDF Handling Facility, Horsham	REPROFILED	Strategic approach required consideration, business case for revised project due to be recommended for approval in June 2019	GREEN
Oct 2018	Baystone Farm Former Waste Site, Horsham	REPROFILED	Project scope subject to consideration of future use of the site for Solar Farm, leading to delay in taking decision.	GREEN
Jun 2018	Watery Lane, Hunston Battery Storage	REPROFILED	Delayed due to delay securing grid connection, Full Business Case expected in June 2019	GREEN
Aug 2018	Halewick Lane, Sompting Battery Storage	REPROFILED	Delayed to allow time for member engagement and consideration at Procurement Board. Decision expected June 2019	GREEN
Apr 2018	Small Commercial Battery Storage Pilot	REPROFILED	Originally proposed at Oathall Community College, expanded to include other smaller-scale sites as a pilot for	GREEN

			further works. Full Business Case expected in June 2019	
May 2018	Additional SEND Capacity, Manor Green Primary, Crawley	AT RISK	Current cost-estimate over budget - temporary classroom to meet need for September 2019 to be progressed ahead of full business case for permanent provision	RED

2. 2018/19 Delivery

2.1 Each of the projects in delivery are subject to monthly highlight reports produced by a Project Manager. The highlight reports are scrutinised by a service-specific officer "Hub" and a summary and analysis is presented in this report.

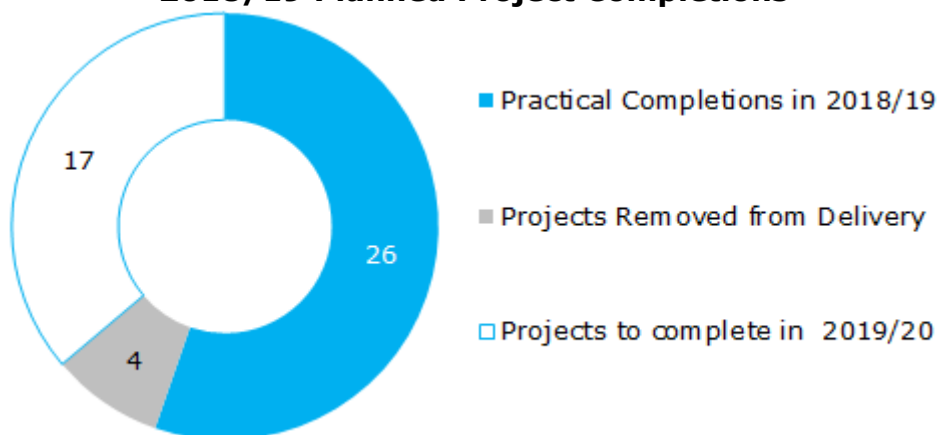


2.2 The highlight reports provide a colour-coded rating for each project as follows:

- **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 The CPO is monitoring the 59 projects that are in delivery. At the end of March 2019, 17 projects that were due to complete during 2018/19 remain in delivery and are now expected to complete during 2019/20.

2018/19 Planned Project Completions



2.4 26 projects completed in 2018/19:

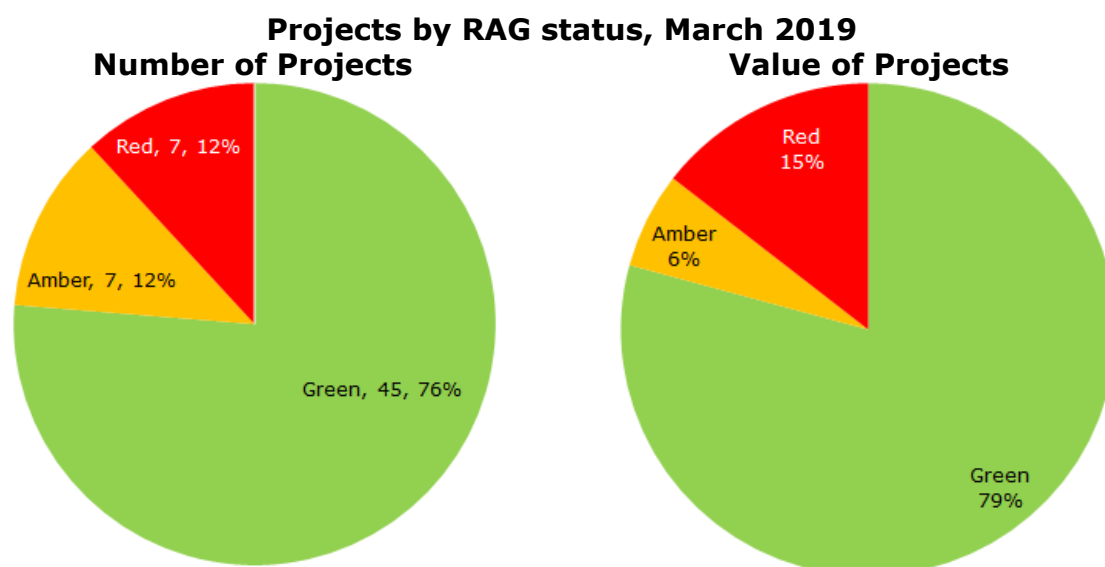
April		
Project	Location	Description
Even Better Pavements	Various	Programme of footway improvements targeted in places to support those most vulnerable to slips, trips and falls to remain active and independent
Steyning Grammar School and Thakeham Primary School	Horsham District	Final element of the STARS programme of schools reorganisation
The Meads Primary School	Mid Sussex District	Provision of 30 additional school places on a temporary basis to accommodate a bulge in pupil numbers
The Weald Community School	Horsham District	Basic Need expansion to add 150 11-16 new school places
Wisborough Green Primary School	Horsham District	Increase from 25 to 30 places per year group
May		
Project	Location	Description
Fire Energy Efficiency	Crawley Borough	Upgrade to windows in Horley Fire Station Lecture Room
Three Bridges Primary School	Crawley Borough	Basic Need – increase from 60 to 90 pupils per year group
Lancing Library	Adur District	Internal remodelling works to improve services for partners and customers
Electric Vehicle Chargers	Chichester District	Installation of 3 electric vehicle chargers at County Hall, Chichester
June		
Project	Location	Description
NCN2 – A259 Felpham to Littlehampton Cycle Path	Arun	Construction of a new cycle path on the A259 between Felpham and Littlehampton
Crawley Growth Programme – Worth Park Avenue	Crawley	Off-carriageway shared-used cycle path connecting Station Hill and Worth Park Avenue

September		
Project	Location	Description
Turners Hill Fire Station Breathing Apparatus Cleaning Facilities	Mid Sussex	Building modifications at Turners Hill Fire Station to provide cleaning facilities for fire service breathing apparatus
Westhampnett Gas	Chichester	Construction of a gas extraction system on the Westhampnett closed landfill site
October		
Project	Location	Description
Bramber Primary School	Worthing	Construction of playing field to deliver PE curriculum on-site
East Preston Infants School	Arun	School Basic Need expansion by 1 Form of Entry
East Preston Junior School	Arun	School Basic Need expansion by 1 Form of Entry
Littlegreen School	Chichester	Modular classroom block providing 4 classrooms, groups rooms and offices
Northlands Wood Primary School	Mid Sussex	Provision of a single classroom and associated alterations to complete the expansion to 5 forms of Entry
Oathall Community College	Mid Sussex	Renovation of the Science and Mathematics building
Growth Is Digital	Various	A grant scheme supporting businesses to access superfast broadband services
November		
Project	Location	Description
Forest Comprehensive School	Horsham	School Basic Need expansion to increase intake from 228 to 270 per year group and additional classroom and dining space
Sackville School	Mid Sussex	Replacement roof and windows
January		
Project	Location	Description
Tempe – Accommodation for Care Leavers	Chichester	Refurbishment works to convert building for use as HMO for young people leaving care

Camelsdale Kitchen	Chichester	Construction of kitchen facilities as part of Universal Free School Meals programme
On-Street Parking	Worthing	Programme of parking meter replacement
February		
Project	Location	Description
Chichester University Capital Grant	Arun	Capital grant payment to Chichester University contributing to new digital and engineering facility on Bognor Regis Campus

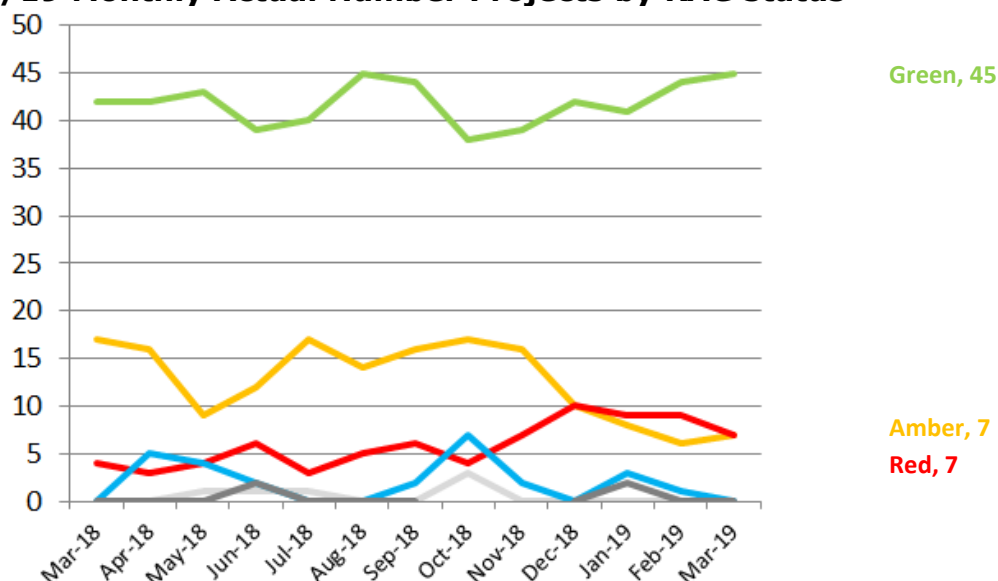
2.5 4 projects have been removed from the delivery section of the programme in 2018/19.

2.6 At the end of March 2019, 45 projects in delivery were rated **GREEN**. 7 were rated at **AMBER**. 7 were rated as **RED**.



2.7 The graph below sets out monthly RAG statuses over the previous year.

2018/19 Monthly Actual Number Projects by RAG status



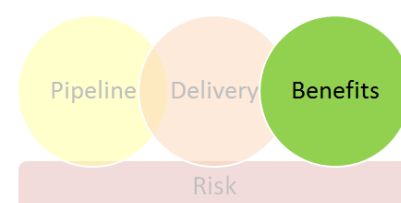
2.8 A summary of all projects is set out by portfolio in Appendix A. The table below sets out the projects rated **RED** at the end of March 2019, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Scheme	RAG at 31 March	Reason	Updated position at DATE		
			Updated RAG	Latest Update	Impact
NHS Capital Grants – BC	2	Delay in approval of additional grant budget to meet change in service-user specifications. NHSE given verbal assurance that grant funding will be approved	AMBER	Confirmation of payment from NHSE subject to settlement of legal fees	Low (cost)
Alternative Provision, Littlehampton	4	Additional works completed without approved budget. Additional costs proposed to be met from service budgets	RED	Approval from service budget pending	Medium (cost)
Community Schools Capital Maintenance Programme	9	Slower start to programme and delayed Purchase Order due to service restructure and handover to MDC. Underspend planned	GREEN	2019/20 Programme profiled	Low (time)
Northgate Primary School, Crawley	7	Additional costs due to kitchen, highways, electrical, drainage and IT works required - Change Request by Key Decision pending to add school contribution to	RED		Medium (cost)

		meet costs			
Parklands Primary School, Chichester	11	Project completed. Ongoing issues with significant defects being rectified before project closure	RED		Low (cost/quality)
Southwater Infants and Junior School, Horsham	3	Tenders significantly over budget. MDC engaged to undertake cost evaluation and possible re-tender	RED		Medium (cost/time)
A259 Corridor Improvements	3	Utility diversion costs higher than preliminary estimate. Funding options to be considered in revised business case. Delay to milestones but works remain deliverable within existing programme timeframe	RED		High (cost)

3. Benefits

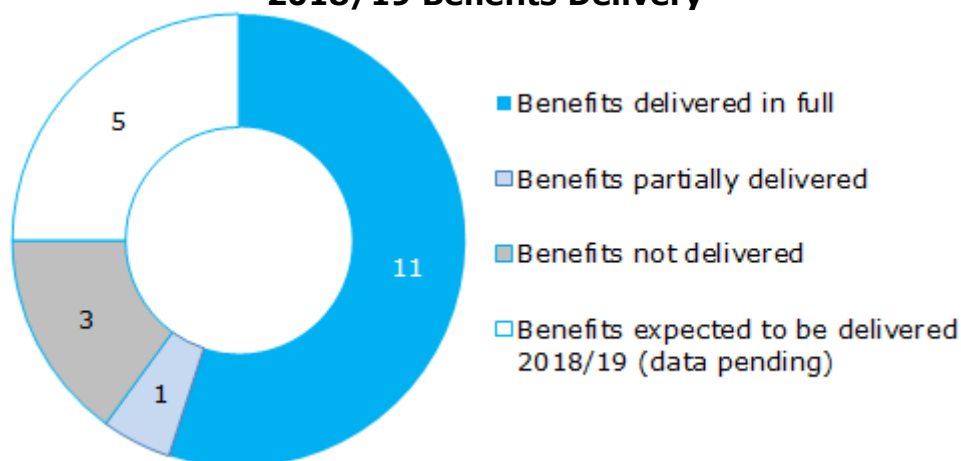
3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.



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 72 benefits to be delivered between now and March 2043. 11 benefits were fully realised in 2018/19 and one benefit partially realized.

2018/19 Benefits Delivery



3.4 3 benefits were removed from delivery in 2018/19 and returned to the Pipeline:

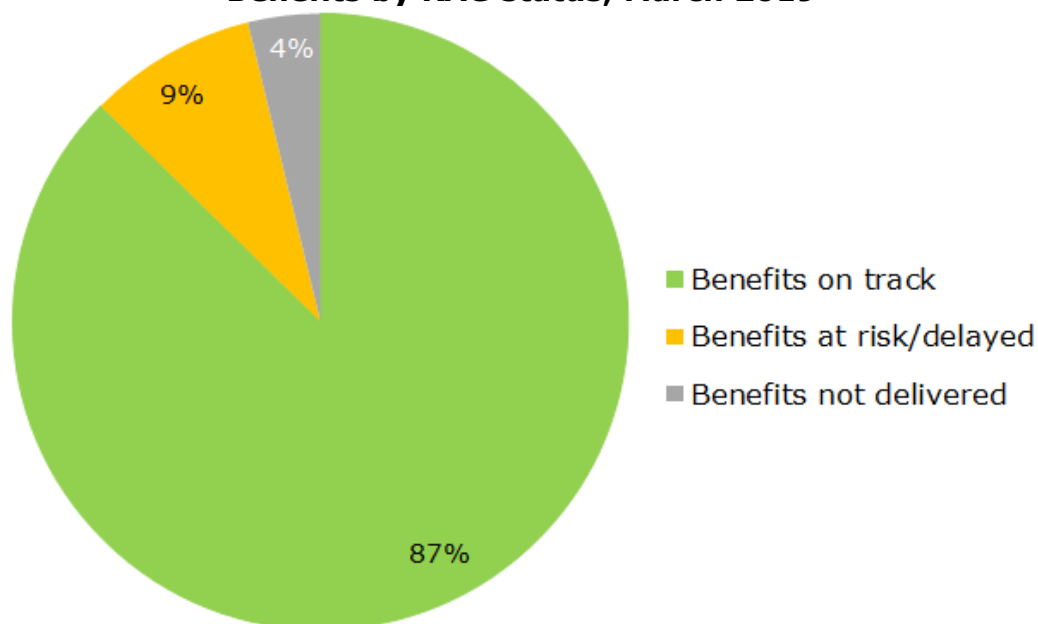
Project	Location	Benefit Type	Mitigation
Crawley Streetlight LED Replacement	Crawley	Revenue saving	Project returned to pipeline, revised project/benefits to be developed
Waste RDF Handling Facility	Horsham	Reduced Tonnage RDF to landfill	Project returned to pipeline, revised project/benefits to be developed
		Revenue saving	Project returned to pipeline, revised project/benefits to be developed

3.6 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
- **GREY** - benefits have been withdrawn from the tracker

3.7 Of the 76 benefits in the tracker at the end of March, 69 were reported to be on track for planned delivery and 7 were reported as delayed or “at risk”.

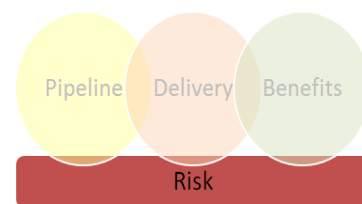
Benefits by RAG status, March 2019



3.8 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
East Preston Infants School	Adur	AT RISK	Pupil admissions data showing 90% uptake of new places delivered, against target of 95%	AMBER
East Preston Junior School	Adur	AT RISK	Pupil admissions data showing 76% uptake of new places delivered, against target of 95%	AMBER
East Wittering Primary School	Chichester	AT RISK	Pupil admissions data showing 88% uptake of new places delivered, against target of 95%	AMBER
Northgate Primary School	Crawley	AT RISK	Pupil admissions data showing 85% uptake of new places delivered, against target of 95%	AMBER
St Wilfrid's Primary School	Arun	AT RISK	Pupil admissions data showing 82% uptake of new places delivered, against target of 95%	AMBER
Children Looked After Accommodation	Chichester	AT RISK	Specification of project unable to deliver stated level of service leading to reduced projected benefit	AMBER
The Meads School, East Grinstead	Mid Sussex	AT RISK	Pupil admissions data showing 93% uptake of new places delivered, against target of 95%	AMBER

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 CPO is managing 13 programme risks and reporting 9 project risks managed by services.

5. Finance

5.1 As at March, the overall capital monitor demonstrates that £113.9m was spent against the original £136.0m estimate in the Capital Programme for the 2018/19 financial year. This represents a shortfall of £22.1m from the programme approved by the County Council in December 2017. This is partly offset by £6.8m of expenditure on projects in the 2017/18 capital programme which were in delivery in 2018/19.

5.2 Since February, the year-end projection has decreased by £9.3m as detailed below, along with a summary of the changes over £500k:

Adults & Health (-£0.710m)

- Westergate Extra Care (-£0.750m) - Grant payment to developer for extra care scheme was due in March 2019 but delayed due to site access issues. Funding has been re-profiled for 2019/20.

Education and Skills/Children and Young People (-£0.478m)

Environment (-£0.067m)

Finance & Resources (-£1.211m)

- Staff Capitalisation (-£0.553m) – A review of staff costs charged to capital projects was conducted. As a result, a number of post previously capitalised were reclassified as revenue. This was largely in Property Services following their restructure.

Highways (-£0.840m)

- Annual Works Programme – (-£1.417m) – Numerous schemes in the block allocation have been re-profiled into 2019/20 for various reasons such as consultations, schemes being delivered under budget, delays in design works, delays in road space availability and contractor delays.

Leader including Economy (-£5.232m)

- Crawley Growth Programme (-£5.131m) – An estimate for the purchase of a grade A commercial space in Crawley was estimated for 2018/19 however no business case was approved and therefore funding has been re-profiled into 2019/20.

Safer Stronger Communities (-£0.155m)

IGI Corporate Relations (-£0.264m)

IGI Environment (-£0.261m)

IGI Finance & Resources (-£0.088m)

IGI Leader (-£0.033m)

Capital Programme Performance Report Quarter 2018/19 Performance by Portfolio

- Each of the capital programme projects in delivery is required to submit a highlight report on a monthly basis to consider progress towards delivering the outputs against time, cost and quality. Summaries of the highlight reports by portfolio are available as background papers. At the end of March 2019 there were 7 red highlight reports, 7 amber and 45 green.
- The performance of project by individual Cabinet Member portfolio is set out below:

Adults and Health

- 2 projects submitted highlight reports at the end of March. 1 scheme in delivery was rated green, indicating that the projects are reporting to plan. 1 was rated at amber, indicating that 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.
- The table below sets out the reason projects were amber and red along with an update on the latest position:

Scheme	RAG at 31 March	Reason	RAG at 8 May	Updated Position
NHS Capital Grants – BC	RED	Delay in approval of additional grant budget to meet change in service-user specifications	AMBER	Confirmation of payment from NHSE subject to settlement of legal fees

Education and Skills

- 14 projects submitted highlight reports at the end of March. 8 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 1 was rated as amber, indicating that 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. 5 were rated as red, indicating that there are significant issues with the projects, requiring corrective action.
- The table below sets out the reason individual project/s were rated red or amber and provides an update on the latest position:

Scheme	RAG at 31 March	Reason	RAG at 8 May	Updated Position
Alternative	RED	Additional works completed	RED	Approval from

Provision		leading to increased costs, proposed to be met from service budgets		service budget pending
Basic Need Design Fees	AMBER	Delays in design works at Windmills, Sompting & Medmerry/Seal leading to possible temporary accommodation required as part of construction phase	AMBER	
Community Schools Capital Maintenance	RED	The slower start to the programme affected by Capital Projects team review has affected the pace of delivery	GREEN	2019/20 Programme profiled
Northgate Primary	RED	Change Request to provide additional funds subject to Cabinet Member approval not yet agreed/approved.	RED	
Parklands Primary	RED	Project complete. Significant defects being addressed. Final account with increased costs under review	RED	
Southwater Infants and Junior	RED	Tenders returned significantly over budget. F&G engaged to undertake cost evaluation and possible re-tender	RED	

Environment

7. 6 projects submitted highlight reports at the end of March, all of which were rated green, indicating that the project is reporting to plan.

Finance and Resources

8. 8 projects submitted highlight reports at the end of March. 5 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 3 were rated at amber, indicating that there is an issue having an effect on the projects, but that it can be dealt with by the project manager or project delivery team. The table below sets out the reason individual project/s were rated amber and provides an update on the latest position:

Scheme	RAG at 31 March	Reason	RAG at 8 May	Updated Position
Energy –	AMBER	Delay in approval of final	GREEN	Block asset

Carbon Reduction		design for Combined Heat and Power Engine installation at Horsham County Hall North		management programme approach to be taken during 2019/20
Minor Asset Improvement	AMBER	Some planned works delayed to 19/20 delivery at the request of the service	GREEN	2019/20 Programme profiled
PropCo-Angel's Nursery, Barnham	AMBER	Final costs being assessed, project complete	GREEN	Project closure subject to End of Project Report

Highways and Infrastructure

9. 20 projects submitted highlight reports at the end of March. 17 of the projects in delivery were rated green, indicating that the project is reporting to plan. 2 were rated as amber, indicating that there is an issue having an effect on the projects but that it can be dealt with by the project manager or project delivery team. 1 project was rated as red, indicating that there is a significant issue with the project, requiring corrective action.

10. The table below sets out the reason individual projects were rated amber and red and provides an update on the latest position:

Scheme	RAG at 31 March	Reason	RAG at 8 May	Updated Position
A259 Corridor Improvements	RED	Utility diversion costs higher than preliminary estimate. Funding options to be considered in revised business case. Delay to milestones but works remain deliverable within existing programme timeframe	RED	
A284 Lyminster Bypass	AMBER	Changes in design to meet enhanced Environment Agency flood mitigation standards leading to additional costs.	AMBER	

		Additional funds included in 2019/20 - 2023/24 capital programme. Delay to milestones but works remain deliverable within programme timeframe		
A285 Road Safety	AMBER	Overspend against planned budget to be mitigated by transfer of funds from block allocations	AMBER	

Leader

11. 6 projects submitted highlight reports at the end of March. 5 of the projects in delivery were rated green, indicating that the project is reporting to plan. 1 project was rated at amber, indicating that 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.

12. The table below sets out the reason individual projects were rated amber and red and provides an update on the latest position:

Scheme	RAG at 31 March	Reason	RAG at 8 May	Updated Position
Bognor Regis Creative Hub	AMBER	Delay in completion of the signed lease with Govia Thameslink and Network Rail	AMBER	

Safer, Stronger Communities

13. 3 projects submitted highlight reports at the end of March, all of which were rated green, indicating that the project is reporting to plan.