

# Public Document Pack

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25 September 2019

## Performance and Finance Select Committee

A meeting of the committee will be held at **10.30 am** on **Thursday, 3 October 2019** at **County Hall, Chichester**.

**Tony Kershaw**  
Director of Law and Assurance

**The meeting will be available to view live via the Internet at this address:**

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### Agenda

- |          |    |  |
|----------|----|--|
| 10.30 am | 1. | <p><b>Declarations of Interest</b></p> <p>Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.</p> |
| 10.31 am | 2. | <p><b>Minutes of the last meeting of the Committee</b> (Pages 5 - 12)</p> <p>The Committee is asked to agree the minutes of the meeting held on 12 July 2019 (cream paper).</p>  |
| 10.34 am | 3. | <p><b>Urgent Matters</b></p> <p>Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference which have emerged since the publication of the agenda.</p>                        |
| 10.35 am | 4. | <p><b>Medium Term Financial Strategy (MTFS) Update 2020-21 and 2021-22</b> (Pages 13 - 24)</p> <p>Report by the Director of Finance and Support Services setting</p>   |

out the Medium-Term Financial Strategy 2020/21 - 2023/24.

The Committee is asked to review the impact of Spending Round 2019 on the budget gap for the period 2020-21 to 2023-24.

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|----------|-----|--|
| 11.05 am | 5.  | <p><b>Total Performance Monitor as at end of June 2019</b> (Pages 25 - 86)</p> <p>A report by the Director of Finance and Support Services setting out the performance and finance position as at the end of June 2019.</p>  |
| 12.05 pm | 6.  | <p><b>Capital Programme 2019/20 - 2023/24 Quarter 1 Performance Report</b> (Pages 87 - 102)</p> <p>A report by the Executive Director Resource Services.</p> <p>The Committee is asked to review the contents of the report and comment on and any areas of concern.</p>   |
| 12.25 pm | 7.  | <p><b>Property development arrangements - update on progress in procurement of a property development enterprise</b> (Pages 103 - 110)</p> <p>A report by the Executive Director Resource Services providing an update on the PropCo Joint Venture project.</p>  |
| 12.55 pm | 8.  | <p><b>Requests for Call-in</b></p> <p>There have been no requests for call-in to the Select Committee and within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.</p>   |
| 12.55 pm | 9.  | <p><b>Forward Plan of Key Decisions</b> (Pages 111 - 160)</p> <p>Copy of the Forward Plan dated 12 September.</p> <p>An extract from any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.</p> <p>The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.</p> |
| 1.05 pm  | 10. | <p><b>Possible Items for Future Scrutiny</b></p> <p>Members to raise any items which they believe to be of relevance to the business of the Select Committee and suitable for scrutiny, e.g. raised with them by constituents, arising from central government initiatives, etc.</p>   |

If any member puts forward such an item the Committee's role at this meeting is to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

1.05 pm      11.      **Date of Next Meeting**

The next meeting of the Committee will be held on 5 December 2019 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Horsham Blue Light Project
- Update on the budget and Medium Term Financial Strategy 2020/21
- Treasury Management Mid-Year Report 2019/20
- Total Performance Monitor September 2019
- Capital Programme Quarter 2 Performance Monitor Report
- PropCo Joint Venture decision preview

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 25 November 2019.

**To all members of the Performance and Finance Select Committee**

**Webcasting**

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Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

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## **Performance and Finance Select Committee**

12 July 2019 – At a meeting of the Performance and Finance Select Committee held at 10.30 am at County Hall, Chichester.

Present: Mr Montyn (Chairman)

Mr Catchpole	Mr High	Mr Waight
Mr Barrett-Miles	Mrs Kitchen	Dr Walsh
Mr Crow	Mr Smytherman	
Mr Fitzjohn	Mr Turner	

Apologies were received from Mr Edwards, Mr Jones, Mrs Sparkes and Ms Goldsmith

Absent: Mr Oxlade

Also in attendance: Mr Hunt and Mr Lanzer

### **Part I**

#### **12. Declarations of Interest**

12.1 Mr Smytherman declared a personal interest in relation to Our People Strategy as a Trustee of Coastal West Sussex MIND.

12.2 Mr Waight declared a personal interest in relation to the Forward Plan (Worthing Portland Road Public Realm Works - Adur and Worthing Growth Programme) as a Member of Worthing Borough Council.

12.3 Mr High declared a personal interest in relation to Forward Plan (Worthing Portland Road Public Realm Works - Adur and Worthing Growth Programme) as a Member of Worthing Borough Council.

#### **13. Minutes of the last meeting of the Committee**

13.1 Resolved – That the Minutes of the meeting held on 22 May 2019 be approved as a correct record and that they be signed by the Chairman.

#### **14. Response to Recommendations**

14.1 The Committee received a response from the Cabinet Member for Finance and Resources regarding the Committee's recommendations made at the 22 May 2019 meeting in relation to Property development arrangements – procurement of a property development enterprise to work in partnership with the County Council.

14.2 Resolved – That the Committee notes the response.

#### **15. Our People Strategy - Progress 2018/19 and Priorities for Overview 2019/20**

15.1 The Committee considered the Our People Strategy – Progress 2018/19 and Priorities for Overview 2019/20 report from the Director of Human Resources and Organisational Change (copy appended to the signed minutes).

15.2 The Cabinet Member for Corporate Relations introduced the report, highlighting that the report is a summary of the progress made, future ambitions, and links with the Whole Council Design and cultural change projects.

15.3 The Director of Human Resources and Organisational Change introduced the report and explained that it highlighted the key workforce performance indicators and supporting narrative for 2018/19 which will continue to inform the Council's Workforce/People Strategy. Last year saw good performance on values, engagement, Pulse survey completion and staff conference attendance. Agency staff costs have reduced, more apprenticeships have been undertaken, and completion rates of the Induction course have increased. The number of grievances raised has fallen, as have rates of long term sickness. The Workforce/People Strategy will be informed by this analysis and aim to support staff to work more efficiently.

15.4 The Committee made comments in relation to the report including those that follow. It:

- Commented that the report clearly shows progress is being made and welcomed this reassurance.
- Queried how many line managers there are within the Council that carry out staff appraisals, and queried how many of these line managers had attended the Appraisal and Objective Setting training in order to help staff achieve good/outstanding performance. *The Director of Human Resources and Organisational Change will provide this information to the Committee.*
- Expressed concern regarding the high number of staff experiencing non-RIDDOR incidences of violence at work and queried what this definition means. *The Director of Human Resources and Organisational Change explained this figure encompasses both verbal and physical violence, and that more wellbeing KPIs are required in the report to measure plans and desired outcomes.* Members requested this KPI be split into verbal and physical violence in future reports for clarity.
- Commented on concerns specific to the Fire and Rescue Service (F&RS) staff following the recent HM Inspectorate Report, including whistleblowing, grievances, appraisal completion, and appraisals focusing more on pay than improving performance or development. A Member reported it has been suggested that team spirit has been affected by removing the Values specific to F&RS in favour of the Council's corporate Values, and that the complimentary F&RS Values could be reinstated. *The Director of Human Resources and Organisational Change explained that work has started and been welcomed by the F&RS in order to understand their concerns about aligning to the corporate values, with the aim that by adopting and living the corporate values the best workplace culture can be created and grievance concerns reduced. Work is being undertaken*

*for employee wellbeing, including mental health awareness and training. Appraisal completion and objective setting is being addressed across the Council.*

- Welcomed mental health initiatives, for example within the F&RS, acknowledged that improvements and culture change will take time, and highlighted that commitment to mental health support needs to be made known across all levels of the F&RS. *The Director of Human Resources and Organisational Change agreed and explained that the Service is reflecting upon the support needed to make improvements ahead of a more wide-reaching improvement plan being finalised.* Members supported this work, commenting that support is needed but under their own F&RS identity.
- Queried what the Schwartz Rounds trials in social care services were, and queried whether officers have considered offering a large-scale health and wellbeing scheme to work holistically for the whole organisation such as that offered by mental health charity MIND. *The Director of Human Resources and Organisational Change explained the Schwartz Round is a facilitated process of reflective learning to help support staff with issues particular to the challenging work within social care. Across the organisation mental health first aiding could be beneficial, in the form of a short awareness session for all and more extensive training for those interested.*
- Expressed concern regarding the completion rates for staff performance appraisals. This is particularly important due to the changes in relation to incremental progression which will only be approved if an officer receives a good/outstanding performance appraisal for the 2019/20 year. Commented that appraisals are also important in engaging, motivating and getting the best out of staff, recording their successes, agreeing development plans and ultimately helping them to achieve a rating of good/outstanding to receive incremental pay awards. *The Director of Human Resources and Organisational Change agreed that appraisals are important and officers are working to support and encourage staff and managers to discuss and agree performance objectives for 2019/20, discuss learning and development, and also to consider staff wellbeing. Officer focus is now changing from identifying late 18/19 appraisal returns, a number of which were because managers were waiting to do a single bulk upload of data on to the recording system.*
- Commented that the views of staff groups and the Unions could be included in future workforce reports, and suggested that the Business Planning Group (BPG) consider whether representatives of the Unions should be invited to attend future meetings to present their views. *The Director of Human Resources and Organisational Change stated that the Unions and staff groups are key partners and are included in the thinking behind the emerging Our People Strategy, however the report should have recognised this more prominently.*
- Commented that cross-organisation learning should be considered so that all departments can benefit from good practice and effective resolution of issues. *The Director of Human Resources and Organisational Change commented this should now happen under the new Executive Director Resource Services, who will be working*

*closely with the Chief Executive, as formal and informal cross-organisational learning and demonstrating achievement is important.*

- Requested the Committee be kept informed of the work plan to complete the aims of the Our People Strategy, and requested an outline of the plan with key attainment dates. *The Director of Human Resources and Organisational Change will provide this to the Committee.*
- Commented that further ongoing scrutiny of the Workforce/People Strategy is required, that the Committee would benefit from hearing directly from the staff affected, and that the BPG should consider how best to achieve this.
- Expressed concern that the Pulse survey results show that staff who agreed they felt it was "safe to speak up and challenge the way things are done" was only 35%, queried whether this was indicative of a bullying culture throughout the organisation, and commented that action should be taken to encourage whistleblowing and action on staff improvement suggestions. *The Director of Human Resources and Organisational Change commented that the survey provides a viewpoint that was previously unknown and it is encouraging that staff views are now being offered and heard. The focus now will be on acting on the feedback and making improvements. The Cabinet Member for Corporate Relations commented that behaviours in any political organisation cascade down so Members also have a role to play in setting a good example in meetings and not deterring challenge.*
- Commented that the overall average Pulse survey completion rate is increased by the higher rate of return in the Chief Executive's department, and that overall completion rates are lower this year than in previous years. *The Director of Human Resources and Organisational Change explained that often staff participation in staff surveys declines over time, however the questions asked regularly change and completion rates have recently increased due to staff accessing the survey via the Big Exchange staff app.*
- Requested clarification of the overall Council figure for percentage of questions in the Pulse survey that received a 'positive score' for 2018/19 as the average score for the directorates does not equal the 71% stated. *The Director of Human Resources and Organisational Change will clarify the explanation for this to the Committee.*
- Requested that the presentation of workforce KPIs be more user friendly, that they reflect the information required, and that comparator information be included and the quarterly information contained within the Total Performance Monitor (TPM) report be strengthened to chart progress.

15.5 Resolved:

- 1) That the Committee welcome the mental health training initiative;
- 2) That the Committee recommend the involvement of the Unions in future workforce reports, that consideration be given to representatives of the Unions attending Committee to present their



views, and that this be considered by the Business Planning Group at the appropriate time;

- 3) That the Committee expresses concern regarding the completion rates of performance appraisals and what is being done to improve this, particularly as there is now a greater linkage between performance and incremental pay progression;
- 4) That the Committee recognise the Council needs to learn and share best practice;
- 5) That the Committee request the progress on developing the Workforce/People Strategy be shared with the Committee;
- 6) That the Committee are concerned by the return rates of the Pulse survey, particularly around the organisations culture of listening to staff; and
- 7) That the Committee request the presentation of key performance indicators be more user friendly, that they reflect the information required, and that comparator information be included and the quarterly report strengthened to chart progress.

## **16. Treasury Management Annual Report 2018/19**

16.1 The Committee considered the Treasury Management Annual Report 2018/19 from the Director of Finance and Support Services (copy appended to the signed minutes).

16.2 The Cabinet Member for Finance and Resources introduced the report and thanked the treasury team for their excellent work over the year.

16.3 The Financial Reporting Manager introduced the report, which details the Council's position and compliance at end of 2018/19. No new external borrowing has been taken during 2018/19, and investments have achieved £300,000 above expectation during the year so this has been moved to the interest smoothing reserve.

16.4 The Committee made comments in relation to the treasury management annual report 2018/19 including those that follow. It:

- Queried in relation to officers evaluating forward starting commercial loans as a funding source, when officers expect that the Council will no longer be able to internally borrow. *The Financial Reporting Manager confirmed the Treasury Management Strategy states the tipping point for needing to externally borrow is in year 2020/21. The Director of Finance and Support Services informed the Committee that additional borrowing was taken with the Public Works Loan Board (PWLb) in the first quarter of this year.*

16.5 Resolved - That the Committee noted the Treasury Management Annual Report 2018/19.

## **17. Business Planning Group Report**

17.1 The Committee considered a report by the Chairman of the Business Planning Group (BPG), (copy appended to the signed minutes).

17.2 The Senior Advisor introduced the report which provides an update from the latest BPG meeting held on 17 June 2019, setting out the key issues discussed and highlighting key information for the Committee. The Cabinet Member for Corporate Relations and Cabinet Member for Finance and Resources attended the BPG to outline their portfolio priorities for the coming year to feed into the Committee's work programme. The Chief Information Officer attended regarding the IT Strategy and the BPG were satisfied this item does not need to come before the Committee. The Strategic Contracts and Supplier Relationship Management Lead attended to provide information on the strategic and business critical contracts relevant to the Committee's remit; the BPG was satisfied with the information and welcomed this regular review. The amended Terms of Reference for reconvening of the Contracts Management TFG were agreed.

17.3 The Cabinet Member for Finance and Resources informed the Committee that the PropCo Joint Venture decision preview scheduled for the October meeting of the Committee may need to be delayed until the December meeting due to the volume of work required before a significant update on the project can be provided to Members. *The Chairman noted this and commented that if the decision preview isn't ready for the October meeting then a substantial update be brought to the Committee instead.*

17.4 The Committee made comments in relation to the BPG report including those that follow. It:

- Commented that the Environment, Communities and Fire Select Committee BPG felt the strategic and business critical contracts information sheets provided to them were difficult to read and unclear what should be done as a result of the information as there is no accompanying guidance. It was suggested a summary report be provided alongside the information sheets to highlight important information and recommend any actions. Concern was expressed that senior service managers were not aware that the information was being provided to the BPG *The Director of Finance and Support Services will pass this feedback to the team for future reports.*

17.5 Resolved:

- 1) That the Committee endorses the content of the report and supports the update to the work programme as recommended by the BPG; and
- 2) That the Committee notes the latest Task and Finish Group rolling programme.

## **18. Forward Plan of Key Decisions**

18.1 The Committee considered the Forward Plan of Key Decisions plus updated extract (copy appended to the signed minutes).

18.2 Members queried the accuracy of the Worthing Portland Road Public Realm Works entry. At the County Local Committee (CLC) meeting on 8 July and recent Public Realm Board Members were informed the Portland Road scheme is continuing but the South Street element is on hold and will not follow after Portland Road as planned due to unresolved issues with bus services. Members requested the entry be updated to reflect the latest information and correct sequencing of works. *The Senior Advisor will request this Forward Plan entry be updated.*

18.3 Resolved – That the Forward Plan be noted.

**19. Date of Next Meeting**

19.1 The Committee notes its next meeting will take place on 3 October 2019, commencing at 10.30am.

The meeting ended at 12.31 pm

Chairman

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<b>Performance and Finance Select Committee</b>
<b>3 October 2019</b>
<b>Medium Term Financial Strategy (MTFS) Update 2020-21 and 2021-22</b>
<b>Cabinet Member for Finance and Resources</b>
<p><b>Summary</b></p> <p>This report summarises the current situation following the Chancellor's delivery of the 2019 Spending Round setting out the Government's spending plans for 2020-21. The Spending Round has provided more funding and stability for next year, however, the implementation of Business Rates Retention and Fair Funding is delayed until April 2021 delaying any certainty in funding beyond 2020-21.</p> <p>The report also summarises additional budget pressures since the July report and summarises identified savings options. Over the summer, the Council reviewed its budget pressures for 2020-21 in the light of growing pressures in 2019-20 and other costs required for implementation of the improvement plans for Fire and Rescue and Children's Services. In addition, estimates for potential savings options have been included for 2020-21 and 2021-22.</p> <p>This means, if the Council achieves its available savings and manages pressures to within assumed levels, then the Council would be able to achieve its ambition to balance its 2020-21 and 2021-22 budgets. In addition, additional savings would be available to replenish any call on reserves required to fund the anticipated 2019-20 outturn position.</p>
<p><b>West Sussex Plan: Policy Impact and Context</b></p> <p>The Spending Round 2019 impacts on the extent to which the Council can deliver against West Sussex Plan priorities, through the availability of funding. Proposals regarding the prioritisation and allocation of available funding will be developed in line with the West Sussex Plan, through the budget.</p>
<p><b>Financial Impact</b></p> <p>The purpose of the report is to provide and update on the Medium Term Financial Strategy (MTFS) for the years 2020-21 and 2023-24 therefore there is no financial impact as a result of the recommendations in this report.</p>
<p><b>Focus for Scrutiny</b></p> <p>Members to review the impact of Spending Round 2019 on the budget gap for the period 2020-21 to 2023-24.</p>

## **1 Introduction**

- 1.1 The Cabinet Report dated July 2019, showed the Council had a budget gap of £75.5m for the financial years 2020-21 to 2023-24. This gap included known pressures at that time and the savings presented as part of the Budget papers for the February 2019 County Council meeting.
- 1.2 Since the July Cabinet meeting the budget pressures have been reviewed and updated to reflect the costs required to implement the Fire and Rescue and Children's Services improvement plans and other known pressures. Savings options have also been updated to reflect the latest assessment of deliverability.
- 1.3 Since 2010, West Sussex County Council has had to make savings of £239m. This has severely constrained the Council's ability to maintain the range and level of services we provide to residents and to make progress against key priorities within the West Sussex Plan.
- 1.4 On 4th September the Chancellor presented his Spending Round 2019 (SR19). SR19 only covers the 2020-21 financial year. SR19 clarified some of the assumptions we had already included in the MTFS and introduced some new funding the MTFS had not assumed (for example additional social care funding and the continuation of support for Troubled Families, both of which the Leader and Cabinet have lobbied MPs and Ministers hard for). However, it did not set out individual councils' funding allocations, so this update includes some estimates for the proposed grants for Social Care and for SEN pupils. The distribution methodology should be clarified in a technical consultation expected in the early autumn. The Chancellor's Budget for 2020-21 will follow later in the autumn and the Ministry of Housing, Communities and Local Government (MHCLG) will provide individual councils' details in the Local Government Provision Financial Settlement in December.

## **2 Spending Round 2019**

- 2.1 The Spending Round 2019 outlined a £13.8bn rise in Government spending in 2020-21. Of this, SR19 allocated £3.5bn to local government, including continuation of 2019-20's one-off grants. From SR19, the main growth in local authorities' funding is £1.5bn increase in social care funding (over and above maintaining £2.5bn existing social care grants) comprising:
  - £1bn grant for adult and children's social care; and
  - a proposed 2% Adult Social Care (ASC) precept increase, which could raise £0.5bn nationally.

- 2.2 The proposed ASC precept is welcomed to help deal with the increasing pressures in providing social care needs for vulnerable adults. The increase in the precept is restricted to funding Adult Social Care pressures only and cannot be used to fund any pressures arising elsewhere, including Children's social care.
- 2.3 In addition, SR19 announced: £7.1bn increase in funding for schools by 2022-23, including: £0.7bn to support children and young people with special educational needs; a 3.4% increase in the Better Care Fund; continued funding for the Troubled Families Programme; and a real terms increase in Public Health Grant after several years of reductions.
- 2.4 These funding increases match the lobbying focus the Council, West Sussex MPs and other partners have applied to the Government over recent years, particularly in relation to social care, funding for pupils with special educational needs, public health funding and support for troubled families. West Sussex County Council will continue to seek to lobby MPs and Ministers ahead of the next Spending Review and final decisions on Fair Funding, to ensure that the interests of our residents are understood by Government.
- 2.5 The one year funding increases announced in SR19 gave totals at national level only, with some indications of how the Government would allocate the funds among local authorities. Where reasonable, the Council has assumed individual grants continue at 2019-20 levels (e.g. £5.6m Social Care Support Grant). For new grants and funding, it has estimated amounts on a realistic, but prudent basis.
- 2.6 For example, the basis used for estimating the Council's share of grant in the £1.5bn increase in social care funding is to determine the Council's share of the £1.5bn total on a relative needs basis (£20.6m) and then to deduct the amount the Council could raise from the maximum 2% Adult Social Care precept flexibility (£9.3m). This method estimates the grant at £11.3m.
- 2.7 A full, multi-year Spending Review will follow in 2020, affecting 2021-22 onwards. The Business Rates Reform and Fair Funding reviews have also been deferred and are scheduled to take effect from April 2021. The outcome of the reviews will become clearer as MHCLG commences its consultation on the proposed policies, which we expect by the beginning of October 2019. The delay in the policies means that the anticipated impact associated with the business reset (where growth from business rates is removed from the settlement figures) is postponed by a year. We have continued to assume that we are no better or worse off in funding terms from any policy changes resulting from these reviews.

- 2.8 Additional funding for schools will increase national funding rates for mainstream schools in 2020-21 by 4% in real terms and increase the Minimum per Pupil Funding levels for secondary schools from £4,800 to £5,000 in 2020-21, and for primary schools from £3,500 to £3,750, with a further increase to £4,000 in 2021-22. The funding also includes an additional £66m nationally for Early Years and £700m for High Needs in 2020-21. The High Needs funding formula will ensure every local authority will receive an increase of at least 8% per head of population aged 2 to 18 through the funding floor. For West Sussex this would equate to at least £6.4m.
- 2.9 Provisional allocations at both local authority and school level have yet to be published but early modelling suggests that in 2021-22 over 60% of our secondary schools and 80% of our larger primary schools could benefit from the Minimum per Pupil Funding levels. The modelling shows aggregate funding could increase by around £19m across all West Sussex schools. However, due to the way this is calculated very few of our 53 small primary schools will attract any of this additional funding.

### **3 Review of Demand Pressure**

- 3.1 Over the summer 2019, the Council has reviewed its budget pressures. The outcome of the review shows an increase in service pressures of £21.4m in 2020-21. These include significant one off amounts in 2020-21 of a £7.0m increase in the Children's Services Improvement Plan and £0.3m for the Fire & Rescue Services Improvement Plan.
- 3.2 In addition to the budget pressures for the improvement plans we are providing for changes in other areas, including the following:
- £11.2m additional pressure in services for Children and Young People from increases in placements, residential review and undeliverable savings;
  - £2.7m additional pressure in Corporate Relations due to increase in demand for human resources, corporate feasibility studies, Crawley PFI and undeliverable savings;
  - £0.9m additional pressure in Environment due to increases in energy and insurance prices; and
  - Reduction of £0.7m in other changes.
- 3.3 Beyond 2020-21, unprecedented levels of uncertainty remain for national public spending prospects and within that, the level of Government funding the Council can expect. The long-awaited and still undecided local government finance reforms have been deferred for a year with no more clarity on what will follow. On top of the medium term funding uncertainty,



cost and volume demands for critical statutory services such as social care continue to grow.

## **4 Proposed Savings**

- 4.1 The proposed savings are classified in three groups - savings presented in the February 2019 Council papers, business as usual decisions developed during the 2020-21 budget process and the Strategic Budget Options presented at the July 2019 Cabinet meeting.
- 4.2 The savings scheduled for 2020-21 presented in February 2019 were reviewed and revised down from £16.1m to net £10.4m due to deliverability in Children's and in other services.
- 4.3 The current total for identified savings for 2020-21 is now £31.3m through the addition of £9.4m Strategic Budget Options and £11.5m business as usual decisions.
- 4.4 Taken over the two years 2020-21 and 2021-22 as shown in Table 1, the net savings have risen from £10.6m to £44.5m through the addition of £15.6m Strategic Budget Options and £18.3m business as usual decisions. The Council is developing the Strategic Budget Options proposals agreed for further consideration. Following any required consultation and scrutiny by select committees, the Cabinet Meeting scheduled for 26<sup>th</sup> November 2019 will consider the outcomes of the proposals. An estimated £9.4m of the available £15.6m Strategic Budget Options proposals have been included for 2020-21 for modelling purposes and the remaining £6.2m included for 2021-22. The total £18.3m business as usual savings the Council has identified and included reflect savings resulting from procurement and commissioning activities, staffing restructuring and a review of administration budgets. Appendix B outlines the savings in more detail.

## **5 Update on the Budget Gap**

- 5.1 Appendix A sets out the proposed required budget and available funding over 2020-21 and 2021-22, showing movements on how that gap has changed since the Medium Term Financial position was presented to Council in February 2019. The budget is calculated after considering known increases in demand pressures since February and assumes an annual core Council Tax increase of 1.99%, plus 2.00% ASC precept rise in 2020-21 only.
- 5.2 The table also includes the anticipated impact on the Council's budget position of the recently announced Spending Review outlined in section 2 and potential impacts resulting from changes to the Business Rates Retention and Fair Funding policies. Appendix A includes all current identified savings

projections, which exceed the current gap creating opportunity for the Council.

- 5.3 The net gap detailed in Appendix A for the four year period to 2023-24 is summarised in Table 1 below.

Table 1 – Savings and Budget Gap 2020-2024

	<b>2020-21 £m</b>	<b>2021-22 £m</b>	<b>2022-23 £m</b>	<b>2023-24 £m</b>
<b>Budget Gap</b>	<b>18.0</b>	<b>11.2</b>	<b>15.7</b>	<b>13.8</b>
Savings:				
February County Council – net	-10.4	-0.2		
Strategic Budget Options	-9.4	-6.2		
- Presented in July				
Business as Usual Decisions	-11.5	-6.8		
<b>Total identified savings</b>	<b>-31.3</b>	<b>-13.2</b>	<b>0.0</b>	<b>0.0</b>
<b>Net Gap</b>	<b>-13.3</b>	<b>-2.0</b>	<b>15.7</b>	<b>13.8</b>

- 5.4 Given the net one year only benefit to the Council of SR19, it is exploring a mitigation plan for future years' pressures, which considers:
- taking all of the benefits of SR19 in 2020/21 and increasing the scale of budget challenges in future years;
  - spreading the benefits of SR19 over future years, given the uncertainty in those years; and
  - spreading the benefits of SR19 over future years, and implementing a front line service investment programme to mitigate future pressures.
- 5.5 In addition the Council's financial planning will need to incorporate any effects of the 2019-20 financial position.
- 5.6 Final decisions on the next MTFS including the 2020-21 Budget, savings, investment and Council Tax will be presented to County Council in February 2020 for approval.

## **6 Financial Consequences**

- 6.1 As this is a Budget Report the financial consequences are covered within the body of the report.

## **7 Legal Implications**

- 7.1 The County Council is required to set a balanced budget. The legal implications relating to the specific service proposals and other budget plans will be assessed through the development of business cases for each proposal. This will include advice on the need for public or more focused consultation in relation to specific proposals.

## **8 Risk Assessment Implications and Mitigations**

- 8.1 Brexit presents a significant risk in a number of service areas due to the uncertainty of what could happen and when. The Council is planning on the working assumption that the UK will leave the EU with no deal on 31<sup>st</sup> October 2019. All members received a briefing in September 2019, which highlights planning under way to prepare for possible eventualities.
- 8.2 The national political focus and effort devoted to Brexit means the Civil Service has limited capacity for delivering on other domestic policy agenda issues, such as the Adult Social Care Green Paper and implementing Business Rates Retention and Fair Funding. This, coupled with a minority Government in the House of Commons, means there is an increased likelihood of a General Election at some point in the not too distant future creates uncertainty of the final outcome of SR19 and the timetable of anticipated policy changes.
- 8.3 The delay to implementing Business Rates Reform and Fair Funding shifts the point of impact for this risk back a year, which gives more time for risks related to changes in Government to crystallise. The Council has adopted a neutral position in terms of the outcome, matching the net cost of increased responsibilities and loss of grant with revenue from business rates. To help anticipate risks to the Council's funding, we gather intelligence through research and specialist memberships and model funding and spending scenarios. To mitigate the risk, we respond to Government consultations and lobby consistently to help MPs and Government understand our position.
- 8.4 The Council uses the Office for Budget Responsibility's Economic and Fiscal Outlook to inform our inflation forecasts. We manage inflation risk by applying limited inflation uplifts to specific groups of costs such as pay and high value contracts. Low priority items receive no inflation uplift. Services receive cash limited budgets and manage the impact of inflation on their costs. Interest rates are currently low and are expected to rise very gradually. As such there is expected to be little volatility. To help mitigate these risks, the Council: has an Interest Smoothing Reserve (current balance £1.078m); updates its Treasury Management Strategy annually; and takes professional treasury management advice.

- 8.5 The outcome of Commissioner's review on Children's services is due at the end of September. A potential outcome is the Council no longer manages Children's Services in West Sussex, but still retains the responsibility and accountability. This outcome would damage the Council's reputation and bring significant cost risks. The Council has worked and continues to work extremely hard to mitigate this risk by transforming its Children's Services through its Children First Improvement Plan and is hopeful of a satisfactory outcome.

## **9 Equality and Human Rights Assessment**

- 9.1 The public sector equality duty will be applied during the development of any proposal identified for further consideration.

## **10 Social Value and Sustainability Assessment**

- 10.1 The Council's sustainability policy and the social value impact of each proposal will be applied during the development of any proposal identified for further consideration.

## **11 Crime and Disorder Reduction Assessment**

- 11.1 Implications for the Council's responsibility in relation to crime prevention and reduction will be assessed in the development of business cases for each proposal.

Katharine Eberhart  
Director of Finance and Support Services

**Contact Officer:** Nadine Muschamp, Head of Finance

### **Appendices**

Appendix A – Updated funding and net expenditure budget 2020-24

Appendix B – List of identified savings 2020-21 and 2021-22

## Appendix A – - Updated funding and net expenditure budget 2020-24

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
<b>Funding</b>				
Council Tax income	477.6	503.7	521.4	539.7
Adult Social Care Precept	9.3	0.3	0.3	0.3
Settlement Funding Assessment (75% from 2021/22)	79.6	106.9	103.4	101.0
New Homes Bonus	2.8	1.8	0.9	0
Business Rates growth	4.8	1.0	1.0	1.0
Social Care Support Grant - rollover	5.6			
Additional Social Care Funding	11.3			
Additional funding for SEN	6.4			
<b>Total Funding</b>	<b>597.4</b>	<b>613.7</b>	<b>627.0</b>	<b>642.0</b>
<b>Expenditure - opening amount b/fwd</b>	<b>556.3</b>	<b>584.2</b>	<b>611.7</b>	<b>627.0</b>
<b>Demand Growth</b>				
Adults and Health	6.9	5.4	5.3	5.3
Children and Young People	14.5	0.0	2.7	2.0
Children's Improvement Plan - one off	6.9	-6.9	0.0	0.0
Children's Improvement Plan - ongoing	5.1	0.0	0.0	0.0
Corporate Relations	3.7	0.0	0.0	0.0
Education and Skills	7.8	0.0	6.4	6.4
Environment	0.9	0.0	0.0	0.0
Finance and Resources	1.2	0.0	0.0	0.0
Highways and Infrastructure	0.7	0.0	0.0	0.0
Leader	0.0	0.0	0.0	0.0
Fire and Rescue and Communities	1.1	0.2	0.2	0.2
Fire Improvement Plan - one off	0.1	-0.1	0.0	0.0
Fire Improvement Plan - on-going	1.2	0.0	0.0	0.0
Inflation	11.5	11.6	12.2	12.2
Non Portfolio - capital financing	-2.4	3.1	4.2	2.7
Non Portfolio – Additional Responsibilities for 75%		27.4		
<b>Net Expenditure requirement</b>	<b>615.5</b>	<b>624.9</b>	<b>642.7</b>	<b>655.8</b>
<b>Budget Gap</b>	<b>18.0</b>	<b>11.2</b>	<b>15.7</b>	<b>13.8</b>
<b>Savings:</b>				
February 2019 - net adjusted position <sup>1</sup>	-10.4	-0.2		
Strategic Budget Options	-9.4	-6.2		
Business as Usual Decisions	-11.5	-6.8		
<b>Total Savings</b>	<b>-31.3</b>	<b>-13.2</b>	<b>0.0</b>	<b>0.0</b>
<b>Net Gap</b>	<b>-13.3</b>	<b>-2.0</b>	<b>15.7</b>	<b>13.8</b>

Notes

All figures include roundings.

1 The savings scheduled for 2020-21 presented in February 2019 were reviewed and revised down from £16.1m to net £10.4m due to deliverability in Children's and in other services.

**Appendix B – List of identified savings 2020-21 and 2021-22**

<b>Portfolio</b>	<b>Savings Description</b>	<b>2020-21 £000s</b>	<b>2021-22 £000s</b>	<b>Total £000s</b>
<b>February County Council</b>				
Adults & Health	Review options for in house provided services	180		180
	Housing Related Support (second year)	2,328		2,328
	Staffing Review - across Children, Adults, Families, Health and Education (CAFHE)	175		175
	Reform of Lifelong Services	500		500
	Reprocurement of the Integrated Sexual Health Service (ISHS) contract	250		250
Children & Young People	Early intervention reducing demand for high cost services	400		400
	Reform of Lifelong Services	1,000		1,000
	Lifelong Services - review of high cost placements	500		500
Corporate Relations	Centralisation of Learning & Development	50		50
	Review of Staff Terms and Conditions	500		500
	Closer management of the Capita Contract	200		200
Education & Skills	Developing additional Specialist Support Centres	829		829
	Improve School Trading Offer	275		275
Environment	Move to 100% diversion from landfill via Refuse Derived Fuel (RDF) Contract	300		300
	Further savings on Viridor contract through negotiation	200		200
	Expansion of solar installation programme	100		100
	Reduce waste going to landfill through further variations to MBT facility	75		75
	Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	200		200
	Waste Disposal - Non Resident Restriction/Charge	250		250
	Interest Income	100		100
	Income Generation - Investment Opportunities	500		500
	Asset Strategy - reduction in business rates payable		100	100
	Facilities Management - associated services		50	50
Fire and Rescue & Communities	Reduced Partnership & Comm Team	45		45
	Reduction in Community Safety Team	50		50
	Revised arrangements to deliver Command and Mobilisation services	1,000		1,000
	Procurement of contract for Fire Uniform	100		100
Highways & Infrastructure	Cost Recovery (Street Works Permit Scheme)	20		20
	Staffing changes	100		100
	Planning fee income	150		150
<b>February County Council total</b>		<b>10,377</b>	<b>150</b>	<b>10,527</b>
<b>Strategic Budget Options</b>				
Adults & Health	Review of In-house Residential Care	300	300	600
	Limit inflationary increase in fees paid to care providers	4,200	3,400	7,600
	Manage demand pressure - Older People	970	1,260	2,230
	Local Assistance Network (LAN)	100		100
Education & Skills	Reduction in the Post-16 Support Services	190	290	480
	Creation of Additional Special Support Centres in Schools - phases 2 & 3	936	875	1,811

<b>Portfolio</b>	<b>Savings Description</b>	<b>2020-21 £000s</b>	<b>2021-22 £000s</b>	<b>Total £000s</b>
Environment	Household Waste Recycling Sites - Mobile Service		50	50
	Reduction in funding for Recycling Credits	2,100		2,100
Finance & Resources	Review of Fees and Charges	429		429
Fire and Rescue & Communities	Review of Library Offer	175		175
	<b>Strategic Budget Options total</b>	<b>9,400</b>	<b>6,175</b>	<b>15,575</b>
<b>Business as Usual</b>				
Adults & Health	General 1% reduction in staffing budgets	300		300
	Additional savings from Lifelong Services	1,400		1,400
	Joint working with NHS		750	750
	Direct payments/review of assessments/support to self-funders	1,150		1,150
Corporate Relations	Review of salary sacrifice schemes	100	100	200
	Whole Council Design	5,300	3,200	8,500
	Reduction in IT licence costs	100		100
	Management of Capita Contract	300		300
	Reduction in print and post costs	100		100
Education & Skills	SEND Transport Review	200		200
	Woodlands Meed Special School		140	140
Environment	Solar Farms/Battery Storage	100	900	1,000
Finance & Resources	Management of amazon business accounts	200		200
	Charging for use of WSCC Frameworks	100		100
Fire and Rescue & Communities	Insourcing of fleet maintenance	100		100
	Community Hubs	150	300	450
	Increased income from Registrars Services	150		150
Highways & Infrastructure	On street parking	300	1,400	1,700
Non Portfolio	Actuarial review of pension contributions	1,500		1,500
	<b>Business as Usual total</b>	<b>11,550</b>	<b>6,790</b>	<b>18,340</b>
	<b>Overall total</b>	<b>31,327</b>	<b>13,115</b>	<b>44,442</b>

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## **Performance and Finance Select Committee**

**3 October 2019**

### **Total Performance Monitor – Focus for Scrutiny**

#### **Report by the Director of Law and Assurance**

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### **Summary**

The Total Performance Monitor (TPM) is the Council's monitoring and reporting mechanism for finance performance (revenue and capital), savings delivery and business performance. It is regularly scrutinised by the Performance and Finance Select Committee.

The TPM attached at Annex A reflects the position as at the end of June 2019, Quarter 1 and includes information on the County Council's workforce and the Transformation Programme. Overall the forecast end of year revenue position, as at the end of June 2019, is a projected overspend of £18.7m, prior to use of the Contingency Budget (£3.4m). The overspending position includes the projected in-year spend relating to the Children First and Fire Improvement Plans.

Also attached is the Leader and Cabinet Member Decision Report for the decision recently taken to transfer money from the Contingency Budget to support the Fire and Rescue Implementation Plan and the Performance Improvement Plan for Children's Services. The future implications of these plans will be included within the Medium Term Financial Strategy.

### **Focus for scrutiny**

The Committee is asked to scrutinise the TPM (as set out in the report attached at Annex A). Key areas for scrutiny include:

1. The measures proposed to reduce the impact of the Council's projected overspend
2. The financial implications of the Fire and Rescue and Children's Services Improvement Plans
3. Progress of the Whole Council Design Programme to support delivery of the savings programme
4. Any areas of underperformance and how these are being addressed
5. Any issues raised by other Select Committees (through the Chairmen of these Committees)
6. Identification of:
  - a) Any specific areas for action or response by the relevant Cabinet Member
  - b) Any issues for further scrutiny by this Committee (or by one of the other select committees, as appropriate)

The Chairman will summarise the output of the debate for consideration by the Committee.

## Details

The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability and Crime and Disorder Reduction Assessments are not required.

### **Tony Kershaw**

Director of Law and Assurance

**Contact Officer:** Susanne Sanger, Senior Advisor (Democratic Services) 033022 22550

## Appendices

- **Annex A** - Leader and Cabinet Member for Finance Decision Report
- **Appendix A** - Total Performance Monitor Outturn 2018/19
- **Appendix A Appendices**
  - 1 Revenue Budget Monitor to end of June 2019
  - 2 Savings Monitor as at 30 June 2019
  - 3 2019/20 Capital Monitor as at the end of June 2019
  - 4 Whole Council Design – June 2019 TPM Update
- **Appendix B** – Fire and Rescue Improvement Plan Summary
- **Appendix C** - Children First Resource Plan Summary

## Background papers

None

<b>Leader and Cabinet Member for Finance and Resources</b>	<b>Ref No: FR10 19-20</b>
<b>September 2019</b>	<b>Key Decision: Yes</b>
<b>Total Performance Monitor (TPM) – June 2019 – Quarter 1</b>	<b>Part I</b>
<b>Report by Director of Finance and Support Services</b>	<b>Electoral Division(s): All</b>

## Summary

The finance (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.

The report also sets out how the funding for the recently approved Fire and Rescue and Children's Improvement plan (SSC03 19/20 and CYP02 19/20) will be managed within year and through the subsequent budget process.

The forecast year end revenue outturn position, as at the end of June 2019, across portfolio and non-portfolio budgets, is currently projecting an £18.7m overspend; prior to the use of the £3.4m Contingency Budget. Full details are provided within the covering report and Appendix A – the June 2019 TPM.

## West Sussex Plan: Policy impact and context

The corporate performance and financial monitoring reported through the TPM supports the Council in delivering against all its priorities within the West Sussex Plan. More specifically, the proposals contained within this report are aligned with the Best Start in Life (Children's services investment), A Strong, Safe and Sustainable Place (Fire and Rescue investment), and a Council that works for the Community (maintaining sound financial standing, and delivering value for money).

## Financial Impact

The financial impact is set out in this report.

## **Recommendations**

That the Leader and the Cabinet Member for Finance and Resources:

- (1) note the overall performance position covering finance, savings and performance as set out in the report.
- (2) note that any remaining overspend for the 2019/20 year, following any mitigation actions, will have to be drawn from the Budget Management Reserve; which will inevitably reduce the County Council's financial resilience in future years.
- (3) with regard to the in-year funding requirements identified for Children's Services and Fire and Rescue Services, the Cabinet Member for Finance:
  - a) approves the transfer of £1.426m from the Contingency Budget to the Fire Inspection Improvements Reserve, to support the implementation of the Fire and Rescue Implementation Plan.
  - b) approves the transfer of £1.942m from the Contingency Budget to the Children's First Improvement Reserve, to support the implementation of the Performance Improvement Plan for Children's Services.
  - c) endorses the inclusion of future years' implications for both Children's and Fire and Rescue Services within the Medium Term Financial Strategy.

## **1. Background and Context**

- 1.1 The Total Performance Monitor (TPM) provides a regular and transparent update of the County Council's operational and financial performance, to provide assurance regarding its current position and to highlight any areas where further review and/or other actions may be necessary to achieve the outcomes as set out in the West Sussex Plan, and/or maintain the Council's financial standing. It also provides a solid platform to inform any in-year resourcing decisions as may be required from time to time.
- 1.2 In that context, this interim report provides an update on the Council's forecast financial position, seeks approval to allocate resources in support of Children's Services and Fire and Rescue Services, and highlights the indicative future impact, risks and challenges facing the Council in managing such significant new spending pressures.

## 2. Summary of the Total Performance Monitor (TPM)

- 2.1 Further to the outcome of recent inspections, the County Council has committed to radically improve Children's and Fire and Rescue services, and the implementation of the related improvement plans will require additional investment over and above existing budgetary provision. Proposals are set out in the following sections.
- 2.2 Taking account of base monitoring information as at the end of June 2019, the outturn forecast position is currently reporting a £18.7m overspend. The overspending position includes the projected in year spend relating to the Children First and Fire Improvement plans following their agreement in July. Full details are provided in the TPM report attached (Appendix A).
- 2.3 The table below sets out the latest projected position by Portfolio.

**Table 1: Indicative Outturn as at June 2019**

Portfolio	Latest Budget	Actual Spend (As At June 2019)	Over/ Under spend (-) Compared to Latest Budget
	£000	£000	£000
Adults and Health	206,315	47,006	200
Children and Young People *	101,334	33,119	12,100
Corporate Relations	44,619	23,037	1,045
Education and Skills	23,111	(10,214)	671
Environment	63,105	8,201	700
Finance and Resources	12,766	529	(100)
Fire and Rescue and Communities*	36,047	6,210	1,626
Highways and Infrastructure	32,903	9,650	2,480
Leader (including Economy)	3,999	2,175	0
<b>Portfolio Budgets Sub-Total</b>	<b>524,199</b>	<b>119,713</b>	<b>18,722</b>
Non-Portfolio Budgets	53,698	28,042	0
Sources of Finance	(577,897)	(143,837)	0
<b>Total Revenue Spend Projection</b>			<b>18,722</b>

\*Note – Includes estimated improvement plan spend for 2019/20.

- 2.4 Whilst acknowledging the need for investment, the emergence of such a significant indicative overspending at this early point in the year is of major concern. There is an obvious need for in year management actions to reduce the projected overspend impact. The Corporate Management Team is reviewing opportunities to reduce revenue spend in the current year, as well as looking to bring forward decisions from the 2020/21 strategic budget

options. Planned discretionary spending will also be reviewed in order to help mitigate the position.

- 2.5 The Cabinet Member for Safer, Stronger Communities agreed to secure and commit the resources needed to meet the requirements of the Improvement Plan and for these to be available to the Chief Fire Officer for the implementation of the plan in her decision report in July 2019 (SSC03 19/20) in which she endorsed the Fire Improvement Plan. The required budget for this plan is £1.426m in addition to the £0.4m already set aside in the 2018/19 Outturn Report.
- 2.6 The responsibility for allocating resources towards implementation of the improvement plan sits with the Chief Fire Officer in consultation with the Cabinet Members for Fire and Rescue and Communities. The financial monitoring of the delivery of Improvement Plan against the budget will be reported quarterly in the Total Performance Monitor. The draft budget is set out in Appendix B.
- 2.7 The Cabinet Member for Children and Young People agreed the commitment, in consultation with the Cabinet, to fund the investment required to deliver the improvement plan as described in the investment plan in his decision report in August 2019 (CYP02 19/20). The total funds required is £17.7m comprised of £5.1m permanent increase in the base budget and £12.6m to fund temporary activity.
- 2.8 The responsibility for allocating resources towards the implementation of Improvement Plan sits with the Director of Children's Services in consultation with the Cabinet Member for Children and Young People. The draft budget for the Improvement Plan is set out in Appendix C.
- 2.9 The County Council has £3.4m of Contingency Budget in 2019/20 for emerging pressures. It is proposed that the Contingency Budget is used to fund the in-year investment requirements for the Children First and Fire Improvement plans. The Cabinet Member for Finance and Resources is asked to approve the following transfers:
  - Transfer £1.942m from the Contingency Budget into the Children First Improvement Plan Reserve; and
  - Transfer £1.426m from the Contingency Budget into the Fire Inspection Improvement Reserve.
- 2.10 This authorised use of the Contingency will result in a reduction to the overall overspend projection to £15.354m; however this transfer will also reduce the

remaining contingency funding available to £0.032m, as demonstrated in the tables below:

**Table 2: Indicative Outturn – Assuming Improvement Plan Funding is agreed by Cabinet Member for Finance and Resources**

Portfolio	Latest Budget £000	Actual Spend (As At June 2019) £000	Over/ Under spend (-) Compared to Latest Budget £000
Adults and Health	206,315	47,006	200
Children and Young People	101,334	33,119	10,158
Corporate Relations	44,619	23,037	1,045
Education and Skills	23,111	(10,214)	671
Environment	63,105	8,201	700
Finance and Resources	12,766	529	(100)
Fire and Rescue and Communities*	36,047	6,210	200
Highways and Infrastructure	32,903	9,650	2,480
Leader (including Economy)	3,999	2,175	0
<b>Portfolio Budgets Sub-Total</b>	<b>524,199</b>	<b>119,713</b>	<b>15,354</b>
Non-Portfolio Budgets	53,698	28,042	0
Sources of Finance	(577,897)	(143,837)	0
<b>Total Revenue Spend Projection</b>			<b>15,354</b>

**Table 3: Contingency Budget – Assuming Improvement Plan Funding is agreed by Cabinet Member for Finance and Resources**

	Latest Budget £000	Committed Spend £000	Remaining Budget £000
Contingency	3,400		
Children First Improvement Plan Reserve		1,942	
Fire Inspection Improvement Reserve		1,426	
<b>Balance Remaining</b>			<b>32</b>

\*Note – Costs associated with the Shoreham Air Show Inquest may be realised in 2019/20, therefore remaining funds are earmarked for use.

- 2.11 To enable a balanced budget at the end of the financial year, it is anticipated that the Council will need to draw down from the £26m Budget Management Reserve. Based on the remaining £15.4m overspend currently forecast,

the balance of the Budget Management Reserve would fall to £10.6m as demonstrated in the table below:

**Table 4: Budget Management Reserve Projection**

<b>Budget Management Reserve</b>	<b>Balance at 1<sup>st</sup> of April 2019</b>	<b>£26.0m</b>
	/less projected drawdown required to fund balance of forecast overspend in-year	(£15.4m)
	<b>Forecast balance to carry forward to 2020/21</b>	<b>£10.6m</b>

- 2.12 However, it should be emphasised that mitigation actions are being investigated to reduce the overall overspending liability which will force the use of the Council's reserves.

### 3. MTFS: Implications for Future Years

- 3.1 The Council's in-year position as outlined above, will have implications for future years, through:

- any recurring impact from the overspendings, increased and new spending pressures identified; and
- the proposed drawdown and allocation of reserves required to balance this year's budget. Members will appreciate that reserves provide a cushion to deal with unforeseen situations but their balances can only be used once.

- 3.2 The table below presents a high level update on the MTFS forecasts, building on those reported to Cabinet at its meeting on 11 July, allowing for the additional investment needs identified to date in respect of Children's and Fire and Rescue Services.

**Table 5: Current MTFS Projection (as at 30<sup>th</sup> July 2019)**

	<b>2020/21 £000</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
<b>Projected Budget Gap as at 30<sup>th</sup> July 2019</b>	<b>27,908</b>	<b>16,994</b>	<b>15,663</b>	<b>14,890</b>	<b>75,455</b>
<b>Children Services</b>					
- One-off	6,873	(6,873)			0
- On-going	11,848	(2,020)	720		10,548
<b>Fire and Rescue</b>					
- One-off	100	(100)			0
- On-going	1,300				1,300



<b>Revised Gap</b>	<b>48,029</b>	<b>8,001</b>	<b>16,383</b>	<b>14,890</b>	<b>87,303</b>
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- 3.3 The table highlights that the indicative budget gap for 2020/21 is now estimated at £48m prior to planned savings and any additional Council Tax flexibilities or one-off grant which may emerge as government clarifies its funding of local government services over the autumn.
- 3.4 The County Council has clearly communicated its commitment to responding positively to the recent Ofsted and HMICFRS inspections and to securing the necessary resources to ensure sustainable improvement. The route to put in place the future years' funding needed is through the MTFS and associated budget decisions, acknowledging that prioritisation of these services will require resources to be diverted from other, lower priority areas.

#### **4 Resources**

- 4.1 The resource implications are set out within the attached TPM and covered above.

#### **Factors taken into account**

#### **5 Consultation**

- 5.1 The attached TPM reflects the performance position as at the end of June 2019 and has been reviewed by Cabinet Members and senior officers within the Authority. The report is to be shared with the Performance and Finance Select Committee members for consideration and scrutiny.

#### **6 Risk Management Implications**

- 6.1 The risk management implications are described and detailed within the TPM report.

#### **7 Other Options Considered**

- 7.1 Not Applicable

#### **8 Equality Duty**

- 8.1 An Equality Impact Report is not required for this decision. When this report is seeking approval for financial changes the impact will have been considered within the service as part of their decision process.

**Katharine Eberhart**

Director of Finance and Support Services

**Contact:** Nadine Muschamp – Head of Finance – 0330 222 3258

**Appendices:**

Appendix A: Total Performance Monitor – June 2019

Appendix B: Fire Improvement Resource Plan – as at July 2019

Appendix C: Children First Improvement Plan – as at July 2019

## **TOTAL PERFORMANCE REPORT– JUNE 2019 (QUARTER 1 2019/20)**

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

### **Overview – National Economic Picture**

1. The national picture for the UK economy as at the end of June 2019 reports that the economy has contracted by 0.2% in the second quarter of the year. The Bank of England has maintained the borrowing rate at 0.75% - where it has been since August 2018. The CPI inflation rate has been at a lower level than 2018; however the rate has slowly edged upwards, from 1.8% in January to 2.0% in July.
2. On the 9<sup>th</sup> August, the Chancellor of the Exchequer announced the delay of the planned three year Spending Review. The Treasury will instead carry out a one-year spending round, which will be completed in September, to give government departments 'financial certainty' as they prepare for Brexit.
3. The impact of the Brexit position on the prospects for the economy and in turn, public spending, is yet to become clear. We will watch the coming weeks and months for any sign of what this may mean for future public finances and the resources to local authorities.

### **Overview – Local Authority Funding**

4. 2019/20 was the final year of a four-year fixed finance settlement for local government, which provided a platform for service planning to help ensure the financial sustainability of the authority.
5. Although there has been confirmation of a one year Spending Review, there remains a lack of clarity regarding the planned Fair Funding Review and Business Rate Retention reforms, which has created considerable uncertainty over future local government funding.
6. Collectively, these three inter-related initiatives could fundamentally reform the local government finance environment as they will determine:
  - how much funding will be available to public services (including local government) as a whole;
  - the means by which that funding will be shared across individual local authorities, based on new arrangements for assessing their spending needs and their ability for raising resources (such as through council tax);
  - how local business rates would be distributed.
7. We await developments on all strands of the Government's reform agenda and continue to press for the best deal for West Sussex residents.

8. The risk to Local Authorities, not least given the national political environment, is the continuing uncertainty regarding funding levels and the impact on service planning. This, coupled with potential economic turbulence over the medium term, puts the emphasis strongly on local authorities maintaining robust control over their key cost drivers.

### **Financial Summary**

9. The forecast outturn position on portfolio budgets as at the end of June is currently reporting a £18.7m overspend. To help mitigate the overspend position, the process to limit the filling of vacancies to only business critical post has continued as well as a review of the savings plans for 2020/21 to identify any opportunities which could be brought forward into this financial year.

10. A detailed explanation of the financial position is reported in the table below:

**Table One – Summary of 2019/20 Pressures and Mitigations**

Portfolio	Pressures	(£m)	Mitigations and Underspending	(£m)	Variation To Budget (£m)
Adults & Health	Expected increase of fees and volumes of post mortems in the Mortuary Service - as experienced in 2018/19.	£0.200m	Drawdown from the Improved Better Care Fund.	(£4.500m)	
	Risk that demand growth will not be absorbed in line with budget assumptions.	£2.000m			
	Overspending on care costs.	£0.800m			
	Delay in agreement of the Shaw contract variation.	£0.700m			
	Residual saving outstanding on Lifelong Services.	£1.000m			
<b>Adults' &amp; Health Portfolio - Total</b>		<b>£4.700m</b>		<b>(£4.500m)</b>	<b>£0.200m</b>
Children & Young People	Improvement plan expenditure over and above the £5.2m earmarked grant funding.	£1.942m	Increased grant for UASC placements.	(£0.275m)	
	Non delivery of savings.	£3.820m			
	Placements pressure due to increased volumes of Children Looked After.	£6.613m			
<b>Children and Young People Portfolio - Total</b>		<b>£12.375m</b>		<b>(£0.275m)</b>	<b>£12.100m</b>
Corporate Relations	Non-delivery of savings within HR and Legal Services.	£0.627m			
	Overspending in Facilities Maintenance.	£0.350m			
	Other minor variations.	£0.068m			
<b>Corporate Relations Portfolio – Total</b>		<b>£1.045m</b>		<b>(£0m)</b>	<b>£1.045m</b>
Education & Skills	Home to School Transport costs; predominantly Special Educational Needs.	£1.057m	Management action undertaken to reduce number of existing pupils requiring solo taxis.	(£0.200m)	
			Other minor variations including staffing underspends.	(£0.186m)	
<b>Education and Skills Portfolio –Total</b>		<b>£1.057m</b>		<b>(£0.386m)</b>	<b>£0.671m</b>

Portfolio	Pressures	(£m)	Mitigations and Underspending	(£m)	Variation To Budget (£m)
Environment Portfolio	Net disposal pressure largely due to the delay in RDF saving due to bailer implementation and transportation logistics.	£0.203m	Net reduction in tonnages within waste recycling.	(£0.203m)	
	Increase in insurance premium at the Mechanical and Biological Treatment Centre.	£0.700m			
<b>Environment Portfolio –Total</b>		<b>£0.903m</b>		<b>(£0.203m)</b>	<b>£0.700m</b>
Finance & Resources			Expected early saving from income generation properties.	(£0.100m)	
<b>Finance and Resources Portfolio –Total</b>		<b>£0m</b>		<b>(£0.100m)</b>	<b>(£0.100m)</b>
Fire and Rescue & Communities	Balance of resource required for the Fire Improvement Plan.	£1.426m			
	Increase in expected fire pension charge over and above increased grant from Government.	£0.200m			
<b>Fire and Rescue and Communities Portfolio – Total</b>		<b>£1.626m</b>		<b>(£0m)</b>	<b>£1.626m</b>
Highways & Infrastructure	Non-delivery of savings from Highways term maintenance contract (£1.106 from 2018/19 & £0.374m 2019/20).	£1.480m			
	Net estimated legal and procurement costs relating to retendering the highways contract.	£0.300m			
	Increased net cost of vehicle and driver services.	£0.350m			
	National Concessionary Fares pressure based on latest data from Q4 2018/19.	£0.250m			
	Other minor variations.	£0.100m			
<b>Highways and Infrastructure Portfolio –Total</b>		<b>£2.480m</b>		<b>(£0m)</b>	<b>£2.480m</b>
<b>Total Pressure/Mitigation</b>		<b>£24.186m</b>		<b>(£5.464m)</b>	<b>£18.722m</b>
<b>Proposed Draw Down from the Contingency Budget - Subject to Cabinet Member for Finance and Resources Decision</b>					<b>(£3.368m)</b>
<b>Projected Overspend (Including assumed draw down from the Contingency Budget)</b>					<b>£15.354m</b>

<b>Contingency Budget</b>	Original Budget for 2019/20	£3.400m
	<b>Proposed Transfer</b> – Children First Improvement Reserve	(£1.942m)
	<b>Proposed Transfer</b> – Fire Inspection Improvement Reserve	(£1.426m)
	<b>Contingency Budget Remaining</b>	<b>£0.032m</b>
	<i>Note: Contingency funding may be required to fund in year costs associated with the Shoreham Air Show Inquest. Amount and timing unknown at this stage.</i>	

11. The projected overspend includes the estimated in year costs relating to the Children's First Improvement Plan and Fire Improvement Plan which are requested to be funded from the 2019/20 contingency funding.

**DECISION REQUEST** – The Cabinet Member for Finance and Resources will be asked to approve a transfer for £1.942m from the 2019/20 Contingency Budget to the Children First Improvement Plan Reserve and £1.426m from the 2019/20 Contingency Budget to the Fire Inspection Improvement Reserve.

12. The use of the Contingency Budget to fund the two improvement plans will leave a corporate projected overspend of £15.354m.
13. In the event that it is necessary for the Council to draw down from reserves to fund the projected overspend, the following table demonstrates the impact on the Budget Management Reserve. Based on the remaining £15.4m overspend currently forecast, the balance of the Budget Management Reserve would fall to £10.6m:

<b>Budget Management Reserve</b>	<b>2019/20 Budget Management Reserve</b>	<b>£26.0m</b>
	<i>less drawdown required to fund balance of forecast overspend in-year</i>	<i>(£15.4m)</i>
	<b>Forecast balance to carry forward to 2020/21</b>	<b>£10.6m</b>

14. The Budget Management Reserve is the Council's primary source of flexibility for managing budget overspends in year. To give some context, the reserve's £10.6m balance is roughly 2% of the Council's Net Expenditure Budget for 2019/20, or just over a quarter of the savings and spending reductions required to balance 2020/21 (i.e. £11.5m budgeted savings identified plus £27.9m remaining budget gap).
15. If the Council does not implement ways to address the forecast overspend, having such a low balance on the Budget Management Reserve places huge strain on the Council's financial resilience. This is particularly relevant given:
  - the future years' pressures identified in the Children First and Fire Improvement Plans;
  - the unprecedented financial uncertainty for local government due to the delays to the Spending Review, Fair Funding Review and Business Rates Reform, and
  - the lack of clarity about the national political situation.
16. The Medium Term Financial Strategy has been updated to include the future contributions identified.

### **Mitigation Plans**

17. Mitigation plans to reduce the current projected overspend position are currently under review. Areas of opportunity include:
  - The process to limit the filling of vacancies to only business critical post has continued into 2019/20;
  - 2020/21 savings plans are being reviewed with a view to identify early savings in 2019/20;
  - Potential in-year mitigation in services such as delivering to reduced specifications.

## **Financial Update by Portfolio**

### **Adults and Health**

18. The Adults and Health portfolio continues to be a challenging budget area and is currently projecting a £0.2m overspend. This overspending is as a result of the continued pressure experienced in 2018/19 within the Coroner's Service. This is due to increased costs associated with additional assistant coroner capacity (£0.040m), pathology fees and toxicology tests (£0.120m), along with the contract costs for the removal and storage of bodies (£0.040m).
19. Within the main Adults Social Care services, the budgets are currently projecting a balanced position although, it should be recognised that the immediate outlook for the social care budget is challenging. There are a combination of reasons for this, several of which are intrinsically linked:

- **Number of customers** - The mild winter resulted in the size of the older people's customer group being around 30 greater at the end of 2018/19 than had been assumed when the budget for 2019/20 was set. Whilst this is due to seasonal factors which are likely to revert to trend over time, its impact is being compounded by increases in demand during April and May which have been above average, most of which has been in residential, where placements are 36 higher. This is counter to the business plan target for the proportion of customers in residential care to reduce in 2019/20.

The proportion of older people placed in residential care (50%) is above the business plan target (47%). The impact of this continues to be exacerbated by sustained increases in the number of placements for which an agreed rate is needing to be paid, rather than the County Council's usual maximum, in markets where conditions are challenging and supply is being affected by provider failures. When allied to pressures within physical disability, where the average package costs has risen by nearly 13% in the last twelve months, there is overspending potential of around £0.8m.

- **Agreed rates** - The number of residential placements for which an agreed rate is needing to be paid, rather than the County Council's usual maximum, has risen by a net 21 from March to May. The cost premium that has accompanied this represents the continuation of a trend which has been evident since September and is an indication of the extent to which the County Council's position remains relatively weak in a market where supply is also being affected by provider failures. When added to the pressure which is being created by volumes, the result is an underlying risk of around £0.8m.
- **Shaw contract** - The proposed contract variation, which originally was expected to be in place from October 2018, remains unsigned. After allowing for some mitigating action that has been taken, £0.7m of the savings target of £1.0m is still undelivered. The service is undertaking a thorough review of the contract to define opportunities to mitigate the impact of the delayed savings.
- **Learning Disabilities** - Actions are in train which are forecast to realise at least £1m of the £2m savings target expected from Lifelong Services (including

the residual £0.8m which is outstanding in relation to the 2017/18 budget recovery plan). The balancing £1m is at risk, though plans are being developed which may enable some in-roads to be made into this.

20. It is unlikely that the budget assumption that £2m of demand growth will be capable of being absorbed within the limits of existing resources will be delivered since two of the measures expected to contribute significantly towards this – Supporting Lives, Connecting People and technology enabled care – will not realise significant benefits until 2020/21 at the earliest. The impact that this will create will only become apparent in time, but for now it means that the risk to the budget effectively exists over a range that extends to £4.5m. There will be opportunity to mitigate a risk of this level through the Improved Better Care Fund (iBCF) under the condition of “meeting adult social care needs”. In that respect the County Council is planning to use the iBCF in a similar way to almost all local authorities with adult social care responsibilities. However, this does not make it a permanent solution, especially as the future of the iBCF beyond 2019/20 is not yet confirmed, and so it continues to underline the importance of sustainable ways being found to deliver the County Council’s ambitions for promoting independence.

### **Children and Young People**

21. The Children and Young People portfolio is projecting a £12.1m overspend at this stage of the financial year. This is due to demand pressures of:
- Additional requirement to fund the Children First Improvement Plan - £1.9m;
  - Placement demand pressures for Children Looked After - £6.4m;
  - Non delivery of savings - £3.8m.
22. To support the improvements required in Children’s Social Care, the remaining Social Care Support Grant of £5.2m has been earmarked, however current expenditure plans indicate that a further £1.9m will be required in this financial year. The Cabinet Member for Finance and Resources will be requested to approve a transfer of £1.9m from the Contingency Budget into a Children First Improvement Reserve to fund the 2019/20 elements of the plan. A summary of the in-year plan is shown in the table below:



**Table Two– Children First Improvement Planned Spend 2019/2020**

<b>Children First Improvement Plan - Estimated Expenditure Spend</b>	<b>2019/20 £000</b>
Additional Operational Staff	£ 466
Corporate Support	£ 451
Improvement Team	£ 2,387
Training - Learning and Development	£ 250
Workforce Retention	£ 3,200
Contingency	£ 431
<b>Total Budget Required</b>	<b>£ 7,185</b>
<b>Funding</b>	
Social Care Support Grant	£ 5,243
MTFS Allocation	£ -
Current Shortfall/ Additional Budget Request	£ 1,942
<b>Total</b>	<b>£ 7,185</b>

23. Since February 2019, the volume of placements has followed a steep rising trend; the Children Looked After (CLA) (excluding asylum seeking children) cohort has increased from 626 in February to 663 in June; a 6% increase. In addition, the proportion of placements being purchased from the external market has increased. In 2018/19 the percentage of placements made internally was 58.5% with 41.5% of external provision; however as at June 2019, the placement mix was 53.3% internal and 46.7% external - a movement of 5.2% of the CLA placement provision. This, combined with the full year cost of placements made part way through last year, is leading the projected overspend in this area.
24. It should be noted that the current placement forecast is based on known commitments plus an assumption that the rate of increase in volumes seen in recent months will continue for the remainder of the financial year; it does not allow for any reductions in volumes or cost, or improvements in the purchasing mix which might be achieved in the year. It is also important to recognise that the number of CLA placements per 10,000 population in West Sussex is significantly lower than that of our statistical neighbours. If our numbers were to increase to the same level as our statistical neighbours then this would equate to an additional 135 placements (excluding asylum) as at July, with an indicative additional full year cost of £4.9m.
25. Currently, it is anticipated that the saving associated with the review of Early Help will only be part delivered in 2019/20, resulting in a £1.9m shortfall. In addition, there are further savings of £1.9m relating to placements, public law outline and section 17 client expenditure which are highly unlikely to be delivered following the Ofsted inspection. Overall, the non-delivery of savings within the portfolio is currently reported at £3.8m.
26. The 2019/20 budget included £5.5m of additional investment in children's social care work. Current projections indicate that this funding is sufficient to cover the current staffing establishment; however this area continues to be reviewed in-line with the

current caseloads, which although reducing, remain higher than the Service have committed to.

### Corporate Relations

27. The Facilities Management budget continues to experience pressure on maintenance and cleaning in 2019/20 and is currently projecting a year-end overspend of £0.350m. It should be noted that this overspend is based on a constrained service provision, delivering to the same standard as 2018/19.
28. Human Resources and Organisational Change are projecting a net £0.377m overspend due to the expected non or part delivery of savings in year. The service is only expecting to deliver £0.2m of an original £0.4m of agency reduction saving in year. Other savings which are likely to fall short of the original savings plan include the outplacement contract, private, voluntary and independent (PVI) sector training and the plan to centralised the Learning and Development function within the organisation; however mitigations have been sought and the review of terms and conditions is hoped to deliver £0.110m more than the £0.180m originally expected.
29. We have been made aware this month that Surrey County Council has withdrawn from the ORBIS public law project. As Surrey County Council was a major partner, this announcement has led to the whole project being suspended. Whilst there may be opportunities to work with the remaining partners more closely, the opportunity to see significant savings will be greatly reduced. We are therefore forecasting that the predicted saving of £0.250m will not be deliverable.
30. As reported in the Children's and Young People portfolio narrative, there is an increase in the number of Children Looked After cases coming into the Authority and this is likely to result in additional pressure on legal resources as the year unfolds. The Service is working to contain all additional case pressure within existing resources where possible.

### Education and Skills

31. The Education and Skills portfolio is projecting a £0.671m overspend. The main area of overspend relates to the cost of Home to School Transport. In 2018/19, the Home to School Transport service overspent by £2.731m due to increased complexities, demand and costs experienced since the start of the 2017/18 academic year. An additional £2.4m has been added to this budget for 2019/20, however despite these additional funds, it is still estimated that the Home to School Transport budget will be overspent by net £0.9m this financial year.
32. Due to the continued pressure on the Home to School Transport budget, there has been a focus to review solo taxi provision for SEND pupils. Over 200 pupils receive solo taxi transport from home to school because of age, SEND or other circumstances - e.g. behaviour. Analysis shows around 35% of pupils travelling alone have solo provision due to needs. The others journeys are due to geography/ only child at the school. Following a review, 18 pupils who were on annual solo taxi contracts are now sharing or with confirmed start dates for sharing in July or September (£0.2m).

Overall numbers of solo taxi's remain steady, which suggests the review work is moderating the overall spend against a forecast overspend. Special Educational Needs Assessment Team have also reviewed solo taxi approval process, and all assessment now go through scrutiny Panel with transport representative invited to the meeting.

### Dedicated Schools Grant - DSG

33. The Dedicated Schools Grant (DSG) initial allocation in 2019/20 totals £597.1m and is made up of four separate funding blocks:

- Schools Block - £459.3m;
- High Needs Block - £80.5m;
- Central School Services Block - £8.6m and
- Early Years Block - £48.7m.

34. The balance on the Dedicated Schools Grant reserve at the beginning of the 2019/20 financial year stood at £6.245m. Schools Forum has already agreed a £2.4m transfer from these reserves when setting the High Needs budget for 2019/20, and a £0.364m transfer of uncommitted School Banker Funds into the General DSG Reserve. The uncommitted School Banker Funding is the balance of unspent project funding previously allocated to groups of schools for specific projects; these projects are now complete leaving the unspent allocation to be returned to the DSG Reserve. A breakdown of the current balance is set out in the table below:

	Early Years DSG Reserve	Schools DSG Reserve	General DSG Reserve	Total DSG Reserves
2019/20 Opening Balance	£0.500m	£0.653m	£5.092m	£6.245m
Transfer to High Needs	-	-	(£2.400m)	(£2.400m)
School Banker Fund Balance	-	-	£0.364m	£0.364m
<b>2019/20 Current Balance</b>	<b>£0.500m</b>	<b>£0.653m</b>	<b>£3.056m</b>	<b>£4.209m</b>

35. **Schools Block** – Apart from £2.7m which is held back to fund pupil growth this September, the rest of the Schools Block is delegated to schools. Following the admission round in March/ April 2019, £3.2m has been allocated to 32 primary schools and 28 secondary schools (including 10 primary and 13 secondary academies) from this Growth Fund this year. A further £0.1m is also likely to be incurred in relation to top-up summer term funding and agreed diseconomy costs for new Basic Need academies that are filling incrementally year on year. As a result, it is currently estimated that the Growth Fund will overspend by £0.6m this year. This overspending can be funded from the £0.653m currently held in the Schools DSG Reserve.

36. **High Needs Block** – Despite the forecasted overspending on the Growth Fund, it is the in-year pressures within the High Needs Block that are of greatest concern to the County Council.

37. Our High Needs expenditure within West Sussex is largely driven by the number of pupils with an Education and Health Care Plan (EHCP), with £78m being spent on

educational placements and £6m in other areas such as staffing, transport and collaborative and preventative initiatives.

38. This year, despite a £3m increase in our High Needs DSG allocation, savings of £1.1m and a £2.4m transfer from DSG reserves, the County Council has still had to reduce its central costs charged against the grant by £1.5m and contribute a further £1m from its own budget in order to set the 2019/20 High Needs budget.
39. Despite the additional County Council funding, the High Needs Block is still currently forecast to overspend by £1.184m this year. This projected overspending can be funded from the £3.056m currently held in the General DSG Reserve.
40. The main reasons for the High Needs spending pressures being experienced in West Sussex are:
  - SEND reforms have raised the expectation of children, young people and their families and there is now an expectation that young people will stay in education until they reach 25. The number of children who have an Education and Health Care Plan (EHCP) has continued to rise in this financial year; as at 30<sup>th</sup> June 2019, the total stood at 5,440. This is an increase of 173 since the beginning of the year, which is higher than at the same stage of the year in each of the last four years.
  - The needs of children with special educational needs and/or disabilities are becoming more complex and this is driving increased financial pressures across the system. There is a shortage of local specialist educational provision to meet need, particularly in relation to Autism Spectrum Disorder, and this is resulting in increased specialist placements with independent providers. We are also seeing increased demand for top-up funding across all settings.
  - There is a lack of capacity within mainstream settings to provide a graduated response to additional needs. Many schools are facing financial pressures and therefore do not have the capacity to provide additional support to pupils. As a result, this is driving up the demand for the more specialist education services as children with low level SEND who could potentially attend mainstream schools are being educated in more specialist provision. This is coupled with an increase in the number of pupils being excluded and the need to provide costly alternative provision.
  - Parental requests for specific high cost placements and tribunal decisions to support parental preference are also further driving demands on the High Needs.

## Environment

41. Our waste disposal contractor has recently received notice from the Mechanical and Biological Treatment (MBT) Centre insurers that they are leaving the insurance market at the end of July; therefore a new insurance provider for the building is currently being sought. Initial quotations from other insurance providers to provide cover

indicate that it is highly likely that the insurance premium will increase substantially. It is currently estimated that this issue will cost an additional £0.7m. Other insurance options are being explored by the service.

42. The 2019/20 budget expects 100% of the Refuse Derived Fuel (RDF) produced to be available for disposal through the RDF contract; an increase of 50% from the 2018/19 financial year. To enable this increase, a second bailer/ wrapper has been installed and has started to increase the volume of RDF available for onward transportation through the contract. There will be a short implementation period which will result in less RDF available for transportation through the contract than envisaged as the new bailer becomes fully operational.
43. In addition, the fire at the Westhampnett Household Waste Recycling Site on the 2<sup>nd</sup> April led to the closure of the site for over a month with a partial opening for specific waste during May. It is estimated that the fire burned around 500 tonnes of waste including some recycling waste destined to be sold. The full financial impact of the fire is not known at this stage
44. We have seen that tonnages are less than expected in the first two months of the financial year and it is hoped that continued reductions in waste tonnages will help to reduce this overspending position, and mitigate the pressures arising from the delay in the RDF disposal, however at this early stage of the financial year, it is too early to be sure and the outturn position reflects this uncertainty.

## **Finance and Resources**

45. It is estimated that £0.1m of early savings will be generated this year from the County Council's investment properties.

## **Fire and Rescue and Communities**

46. The Fire Service is currently projecting a £1.6m overspend. The majority of this projected overspend (£1.4m) relates to an required increase in resource in the Fire Service to fund the Fire Service Improvement Plan following the concerns raised by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service's (HMICFRS) recent inspection.
47. The £1.4m is in addition to the agreed £0.4m carry forward from 2018/19 held in the Fire Inspection Improvement Reserve. The Cabinet Member for Finance and Resources will be requested to approve a transfer of £1.4m from the Contingency Budget into the Fire Inspection Improvement Reserve to fund the 2019/20 elements of the plan to mitigate the overspend position.
48. In addition, the County Council had been expecting a £1.9m grant from the Home Office in relation to the increase in the employer's contribution rate for fire pensions, however only £1.7m has been allocated to West Sussex leaving the County Council to

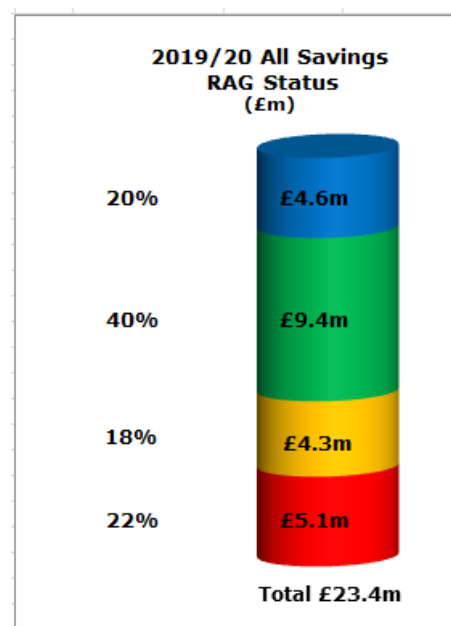
fund the £0.2m shortfall. The government will continue to be lobbied to fund the additional costs in full.

### Highways and Infrastructure

49. The Highways and Infrastructure Portfolio is projecting a £2.480m overspend. Of this total, £1.780m relates to the Highways Maintenance budget. The delay in procuring the new contracts means it is unlikely that the associated savings (£1.106m from 2018/19 and £0.374m 2019/20) will be delivered. The current timetable anticipates contract start dates of 1<sup>st</sup> April 2020, however until the procurement process is completed, we cannot be certain when these savings will be realised. In addition to this, procurement and legal costs relating to the retendering are expected to lead to an additional overspending of £0.300m; however these areas remains under scrutiny and options are being explored to find potential mitigations.
50. The English National Concessionary Travel Scheme is projecting an overspending of £0.250m. Of this, £0.2m is due to an increase in journey numbers and £0.050m is related to savings on the discretionary elements of the scheme that are currently paused.
51. Journey numbers, under the Concessionary Travel Scheme, were higher than forecast during the final quarter of 2018/19, which has led, due to the timing of receiving the information, to an additional £0.1m cost to be met from the 2019/20 budget. Factoring the ongoing impact of this into 2019/20 increases forecast journey numbers and therefore, increases the projected reimbursement costs by £0.1m.
52. Whilst estimated journey numbers have increased from the forecast level, it should be noted that the overall national trend remains downward and West Sussex data continues to reflect this. Outturn journeys have reduced from a peak of 10.4m in 2014/15 to 9.5m in 2018/19 and a forecast of 9.4m for 2019/20.
53. The overspend on the Transport Bureau budget is projected to be £0.350m during 2019/20. It should be noted that there has been a general increase in the use of the in house service, particularly within Education which has affected the current financial position, however overspending pressure can broadly be explained as follows:
  - £0.210m of staffing cost pressures, including the impact of higher pay awards for lower graded staff (national living wage);
  - £0.060m of vehicle fuel pressure, and
  - £0.080m projected overspending on other vehicle budgets which includes the impact of increased maintenance/ safety checks in line with regulations.

### **Outlook for the Savings Programme**

54. The 2019/20 savings target across portfolio budgets is £23.4m. Of this amount, £14.0m (60%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism, £4.3m (18%) is judged as amber where further work is required to ensure the saving can be achieved and £5.1m (22%) is judged as red with no expectation of delivery. A list of the 2019/20 savings and their current RAG status is reported in Appendix 2.
55. The savings judged as red with no expectation of delivery are included in the overall £18.7m projected overspend outturn position. Further saving plans are under review to deliver or mitigate savings which are currently judged as at risk of delivery with updates to be provided in future reports.



### **Non Portfolio Budgets**

56. Following confirmation of the business rates forecasts from the District and Boroughs for 2019/20, there is an additional £1.941m of funding available in relation to the 75% Business Rates Pilot Scheme. The budget has been increased to reflect this and will be transferred into the Business Rates Pilot Reserve and used to support the digital infrastructure across the County. The final business rates figures for 2019/20 will be confirmed after the year end.
57. The final £0.087m Brexit Preparations Grant instalment has recently been received. This payment is the second instalment of one-off funding which has been allocated by government to support Local Authorities' preparations for Brexit. The funds have been transferred into a reserve whilst detailed plans are considered for the best use of this funding.

### **Capital Programme**

58. The 2019/20 capital programme; as approved at the February 2019 County Council, agreed a programme totalling £109.0m for 2019/20. The overall capital monitor, as set out in Appendix 3, shows the spending forecast for 2019/20 totalling £116.7m, with £104.4m on core services and £12.3m on income generating initiatives. The detailed monitoring of programme will be included in the Capital Programme report presented to the Performance and Finance Select Committee in October 2019.

## Corporate Transformation Reserve

59. The Transformation Reserve opening balance as at 1<sup>st</sup> April 2019 was £6.747m. An additional £6.500m has been added to the reserve from the Budget Management Reserve following the approval by County Council on 15<sup>th</sup> February 2019, giving a total balance available of £13.247m.
60. As at the end of June, £0.615m has been spent from the Transformation Reserves with a further £6.794m currently forecast as committed spend for the remaining nine months of the 2019/20 financial year (a total forecast spend of £7.409m of 2019/20).

<b>Projects Funded by Transformation Reserve</b>	<b>Total Projected Spend In 2019/20 £000</b>	<b>Reserve Summary £000</b>
<b>Transformation Reserve Opening Balance</b>		(6,747)
Additional reserve allocation		(6,500)
<b>Total Funds Available</b>		<b>(13,247)</b>
<b>2019/20 Transformation Spending Projection</b>		
Whole Council Design Programme	6,195	
Pre-Whole Council Design Programme	664	
Other Transformation Activity	550	
<b>Allocated Spend 2019/20</b>		<b>7,409</b>
<b>Transformation Reserve Closing Balance - 31st March 2020</b>		<b>(5,838)</b>
Allocated Spend 2020/21		799
Allocated Spend 2021/22		68
<b>Unallocated Transformation Reserve</b>		<b>(4,971)</b>

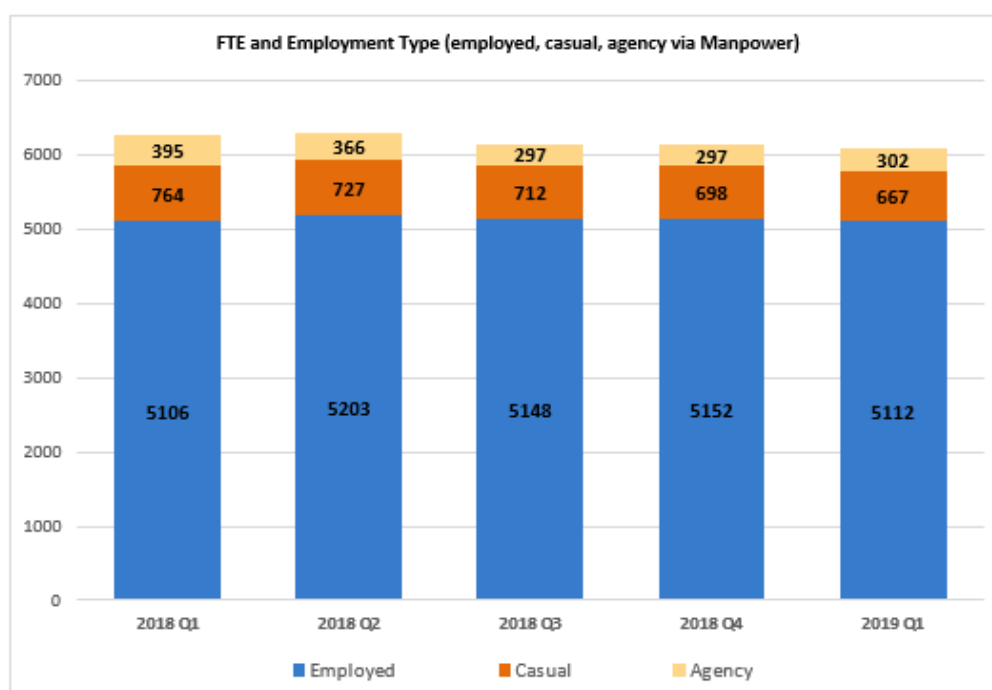
61. The Transformation Portfolio Office (TPO) team have funding for 15.85 FTE which equates to a total staffing cost of £1.125m per year. Of this budget, £0.864m is funded through the County Council's base funding and a further £0.261m is funded through the Transformation Reserve and is included in the projected spending totals above.
62. Appendix 4 contains an overview of the work currently underway within the County Council's Whole Council Design Transformation Programme. The report gives details of the initiatives, costs and benefits of the work being undertaken. The Programme is funded from the Transformation Reserve.

## Workforce

63. The chart below shows a high-level breakdown of the West Sussex County Council workforce by quarter since April 2018. 'Employed' shows this figure for Active



Headcount (number of people employed on 28th of last month of each reporting period).



	2018/19 Q1	2018/19 Q2	2018/19 Q3	2018/19 Q4	2019/20 Q1
<b>Employed</b>	82%	83%	84%	84%	84%
<b>Casual</b>	12%	12%	12%	11%	11%
<b>Agency</b>	6%	6%	5%	5%	5%

64. Sickness absence for 2019/20 Q1 was 2.6 days per employee (equivalent to 10.4 days per annum) a level similar level to Q1 2018/19 which had a level of 2.7 days per employee. This level is higher than the average of nine days for English county local councils as reported by the Local Government Association (LGA). WSCC figures are likely to be higher owing to the LGA figures being based on working days lost and our figures being based on calendar days lost (system limitations mean that we are unable to report on working days). Sickness absence was 12.3 days per employee for 2018/19. This quarter's sickness data is calculated through the new methodology of apportioning 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.
65. For 2019/20 Q1 the top two reasons for our long-term sickness absence are (a) physical injuries/impairments (Musculoskeletal, fractures, injury, surgery) and (b) poor mental health (anxiety, depression, stress). Actions being taken to improve the position include: joint working with Public Health to embed employee wellbeing and public health interventions within the Workforce/People Strategy (e.g. mental health first aiders; establishment and promotion of a mental health staff network); reviewing resilience and mental health training; a revising our performance management procedure with a greater emphasis on employee wellbeing and on early intervention to minimise absence and achieve earlier return from absence.

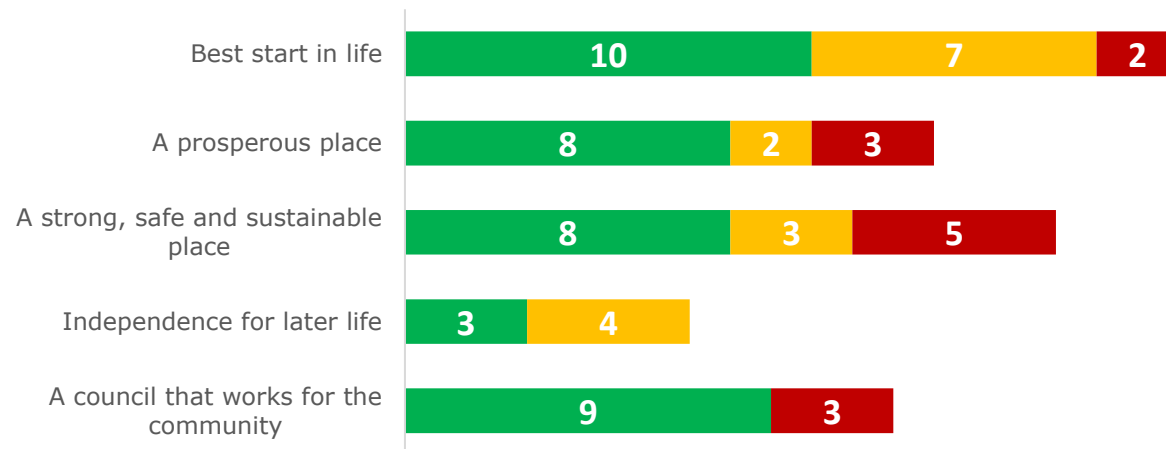
66. Appraisal outcomes for 2018/19 show a completion rate of 73.1% (as at Q1) of which 81% of staff were rated as 'Good' or 'Exceptional'. Staff appraisals are a key aspect in ensuring that we perform to the best of our ability and continuously develop and improve. We have changed the performance appraisal guidance to define and articulate better what satisfactory performance looks like (i.e. good or exceptional). From April 2020, incremental progression will be based on staff achieving a rating to support incremental progression. With a greater alignment between pay increments and appraisal ratings, we will be in better place to drive up completion rates through increased awareness and socialisation of line manager responsibilities and in year monitoring and sampling.

# June TPM

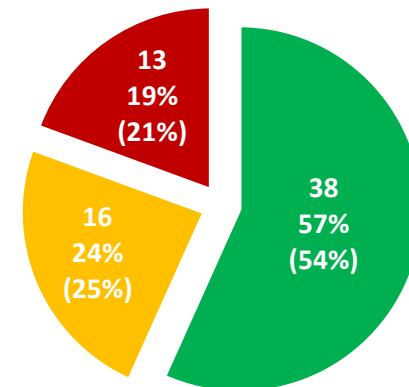
## Performance exception report



















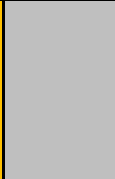


This report provides the latest position against the West Sussex Plan (2017-22) and includes challenge commentary against new REDs and year-end forecasts. The 2019/20 targets have been reprofiled for the year to reflect updated benchmarking data. The [West Sussex Performance Dashboard](#) provides the latest performance in more detail.

























### 2019/20 year-end forecast of our 67 measures of success












March 2019 outturn in brackets










Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
Best start in life											
Outcome - 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%	88.5%	H	81.6%	83.7% 	83.7% 	85.2% 	85.6% 	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%	89.0%	H	81%	85.0% 	85.0% 	85.8% 	86.1% 	A
 4	Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.4%	92.7%	H	92.7%	90.5% 	90.4% 	90.5% 	85.7% 	A
<b>CHALLENGE</b> Attendance has decreased since the end of last month by 4.8% to 85.7% and is now 10% less than the target. 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.											
Outcome - Families and children have a healthy family, home and work life											
 5	Families turned around	Quarterly	≥3,940 by 2022	3,940	H	1,281	3,024 			3,403 	A

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
Outcome - 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 - ≤40.5	40.5	L	41.2	40.6 	41.7 	42.0 	41.9 	A
 9	West Sussex children subject to Child Protection Plan for 2 years or more	Monthly	Top quartile of statistical neighbours by 2022 - ≤1.3%	2.4%	L	2.4%	2.9% 	2.0% 	2.2% 	2.6% 	R
<b>Commentary about year-end RAG status -</b> It is recognised that there has been a slight increase equating to 3 children. There has been a recent review of all children subject of a Child Protection Plan over 15 months, which has captured those plans over 2 years. This has seen all the cases reviewed and clear plans put in place, including presentation at the Legal Gateway Panel to consider escalation to the Public Law Outline (PLO). These cases will then continue to be tracked through the Court/ PLO tracker to ensure the plans remain on track and within agreed timescales.											
 10	Children Looked After with 3 or more placements during the year	Monthly	Top Quartile of statistical neighbours by 2022 (currently 7.5% or less)	8.5%	L	10.7%	9.5% 	9.4% 	9.6% 	9.9% 	G
 11	Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%	100.0% 	100.0% 	100.0% 	100.0% 	G
 12	Child Sexual Exploitation - cases managed at medium or low levels of risk	Monthly	≥80% by 2022	80%	H	75%	89.0% 	86.0% 		85.0% 	G










Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
 13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	88%	H	84%	91.7% 			90.5% 	G
<b>Outcome - Children and young people are able to thrive</b>											
 19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 31.4%	33.0%	L	37.3%	35.9% 			43.5% 	G
<b>CHALLENGE</b> The Youth Offending Service 2018 redesign aims to address reoffending by creating a centralised assessment team to improve the identification of those most likely to offend and deliver more targeted and effective interventions. Implementation was delayed due to vacancies but the service is starting to embed this approach from July 2019. Trauma informed and desistance focused practice are fundamental to the model, the development of which is being supported by specialist training, some of which has been delivered with more planned for September.											

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
A prosperous place											
Outcome - Infrastructure that supports a successful economy											
 23a	Access to superfast fibre broadband	Quarterly	Additional 8,000 premises have access to superfast fibre by 2022	8,000	H	1,203	6,976 ↑			Δ	G
Outcomes - 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 - ≥ 79.4%	79.4%	H	80.2%	80.1% ↑			Δ	G









Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
A strong, safe and sustainable place											
Outcome - A safe place											
 35	Calls to critical fires where the first fire engine met our emergency response standard	Quarterly	90% by 2022	89%	H	87.3%	89.66% 			83.8% 	A
		The managers in Response investigate every incident where we do not meet our attendance times and these form two key themes that we are all working towards addressing. These are 'Long travel distances' and 'On call Availability'. The whole of the FRS is focussed on increasing On call Sysyem (OCS) availability as when stations are not available our performance is often impacted. West Sussex is predominantly rural and there are areas where we can never make the attendance times due to distance from a fire station. In these areas we should be targeting Prevention work to reduce demand further									
 37	Operation Watershed fund allocated to community projects	Quarterly	103 projects supported by 2022	83 cumulative	H	50	73 			73 	G












Agenda Item 5



Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
Outcome - Strong communities											
 38	Households living in temporary accommodation per 1,000 households	Quarterly	Top quartile of statistical neighbours by 2022 - ≤0.9	1.3	L	1.5	1.64 (Dec 18) 			Δ	R
		<b>Commentary about year-end RAG status</b> Tackling homelessness is one of the most important shared priorities across the West Sussex system, particularly as the number of applicants on the homeless register in West Sussex has continued to rise in recent years. Over the the past few months there has been significant progress and collaboration to support the delivery of these priorities. West Sussex County Council has been fully engaged in a County wide strategy for the procurement of these housing related support services with a focus on improving outcomes and efficiencies. A set of design principles has been developed which will be used to inform future joint commissioning across the local partnerships enabling continued investment in housing related support services. The Rapid Rehousing Grant secured by the Council’s strategic housing lead on behalf of the system has provided an additional £335,000 to delivering a Rapid Rehousing Pathway in West Sussex. Three Homelessness Charities – Turning Tides, Stonepillow and Crawley Open House – have formed a coalition to take on the work. They will each employ Navigators and Supported Lettings Officers who will form part of the Rapid Rehousing Pathway. Navigators will support rough sleepers from their first contact with services giving a continued single point of contact and support through the pathway system to settled accommodation. Supported Lettings Officers will provide tenancy sustainment support to sit alongside homes that are let to rough sleepers leaving the street, former rough sleepers leaving hostels, and those at imminent risk of rough sleeping.									
 39	Average time between a child entering care and moving in with their adoptive family	Monthly	≤365 days by 2022	420	L	466.69	481 	483.35 	483.26 	480.73 	R
		<b>CHALLENGE</b> The average number of days has reduced, but the timescales remain high due to Adoption Orders granted for children who have specific needs such as being older children, complex needs and a disability) and/ or challenges within adoptive family such as adopter separation pre order or a child being placed following a disruption in a foster family. Without the top 5 outliers the average number of days would be 425.34, below the national threshold of 426.									
 40	Safe and Well visits carried out for those at highest risk	Quarterly	19,800 by 2022 cumulative	11,800	H	4,000	9,134 			*	G

Agenda Item 5

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
 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	54.6 			Δ	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	991 			Δ	G
Outcome - Sustainable environment											
 43	Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh	8,710.6 			5,817	A
 44	Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	16,011	L	32,022	17,421 			5,110	G






Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
Independence for later life											
Outcome - 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 - 86%	80%	H	79%	77% 			79% 	A
 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 - 93%	88%	H	90%	86% 			90% 	A
Outcome - 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	2.59	L	5	2.17 	2.32 	1.87 	**	G Ager





Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
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## A council that works for the community






























### Outcome -Open and transparent




 <b>59</b>	Freedom of Information requests responded to within time	Monthly	95% by 2022	95%	H	80%	89.4% ↑	94.0% ↑	90.0% ↓	95.0% ↑	G
 <b>60</b>	Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022 to 36.4%	31.2%	H	26%	27.6% ↑			43% ↑	G
 <b>61</b>	Residents subscribing to receive online updates on the democratic process	Quarterly	Increase by 100 each year to 2022 from Mar 2019 to 23,458	23,258	H	18,851	23,158 ↑			23,394 ↑	G
 <b>62</b>	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	70%	H	64%	73% ↑			61% ↓	G
 <b>63</b>	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 from Mar 2019	6,710	H	3,986	6,100 ↑	6,500 ↑	6,600 ↑	6,800 ↑	G

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	Mar-19	Apr-19	May-19	Jun-19	Forecast (Year End) Reported Status
<b>Outcome - Listens and acts upon</b>											
 <b>64</b>	Residents' issues considered by County Local Committees	Quarterly	60% by 2022	50%	H	11%	45.8% ↑			72% ↑	G
 <b>65</b>	Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%	100% →			100% →	G
 <b>66</b>	The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%	98% ↓			100% ↑	G
<b>Outcome - Works in partnership</b>											
 <b>67</b>	Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	9	H	3	7 →				G






\*One month delay \*\*Two month delay <sup>Δ</sup>One quarter delay






Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
<b>Best start in life</b>										
<b>Outcome - All children and young people are ready for school and work</b>										
 <b>1</b>	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >73.8%	72.0%	H	70.6%	70.6%	71.4% 		G
 <b>6</b>	Healthy weight 10-11 year olds	Annually (Dec)	Top quartile of all Local Authorities by 2022 - >66.8%	66.8%	H	70.3%	70.2% 	*		G
<b>Outcome - Access to education that meets the needs of our community</b>										
 <b>14</b>	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 66%	65%	H	56.2%	56.2%	61.5% 		A
 <b>15</b>	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64%) by 2022	64%	H	55%	55%	61.8% 		G
 <b>16a</b>	Countywide take up of free early education and childcare: 3 and 4 year old	Annually (Feb)	Top quartile of statistical neighbours by 2022 - 98.5%	97.0%	H	96%	95% 	94% 		A








Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
 16b	Countywide take up of free early education and childcare: 2 year old	Annually	Top quartile of statistical neighbours by 2022 - 78%	78%	H	79%	75% 	77% 		A
 17	Key Stage 4 Progress 8 score	Annually (Jan)	Top quartile of Local Authorities nationally by 2022 ->0.11	0.11	H	0.03	0.03 	0.05 		G
Outcome - Children and young people are able to thrive										
 18a	Children Looked After (12 months +) achieving educational outcomes in line with their peers KS4	Annually (Jul)	In line with national average of peers KS4 -1.2	-1.2	H	-1.14	-1.46 	-0.91 		G
 18b	Children Looked After (12 months +) achieving educational outcomes in line with their peers KS2	Annually (Jul)	In line with national average of peers KS2 35%	32.5%	H	n/a	13.6% 	31.3% 		G
 18c	Children Looked After (12 months +) achieving educational outcomes in line with their peers KS1	Annually (Jul)	In line with national average of peers KS1 37%	19.0%	H	15.8%	33.3% 	10.0% 		R
<b>Commentary about year-end RAG status</b> The data reported shows the progress 8 scores for all children who have been in the care of West Sussex continuously for at least 12 months prior to the exams. KS1 – For those in continuous care over 12 months, this is a very small cohort and results will vary from year-to-year as shown in the West Sussex results. West Sussex’s provisional result has decreased to 10.0% from 33.3% in 2017 and 16.7% in 2016. National has increased to 37% (cohort of 1,700), South East to 34% (cohort 200).										




Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
 20a	Attainment of disadvantaged pupils is in line with their peers KS4	Annually	In line with national average of peers by 2022 KS4 0.57	0.57	L	0.75	0.75 ↑	0.79 ↑		R
		<b>Commentary about year-end RAG status</b> The gap between disadvantaged pupils in West Sussex and other pupils nationally is wider than that for nationally disadvantaged pupils. However, this gap continues to narrow. For the first time since 2016, the gap in one of the districts or boroughs, Crawley is better than the national gap. 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. Note: For KS4, average Progress 8 score, West Sussex's gap is 0.79, compared to a national revised figure of 0.57, a difference of 0.22. This is compared to 2017, where the gap in West Sussex was 0.75, compared to national at 0.51, a difference of 0.24.								
 20b	Attainment of disadvantaged pupils is in line with their peers KS2	Annually	In line with national average of peers by 2022 KS2 19%	22.00%	L	23%	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 14.7%	14.7%	L	22.2%	22.2% ↑	20.2% ↓		G








Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
A prosperous place										
Outcome - A place where businesses thrive										
 21	Business start-ups	Annually (Dec)	Top quartile of statistical neighbours by 2022 - 11.55%	10.9%	H	12.2%	10.8% 	*		R
		<b>Commentary about year-end RAG status</b> The ambition is to move it 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 and associated Action Plan. Activity to support this in 19/20 includes the launch of the Bognor Regis Creative Digital Hub providing new collaborative workspace including for start-ups, and partnering with the University of Chichester on a new ERDF business support programme which will see specialist and extensive support for business start-ups across the county (the latter is dependent on final approval).								
 22	Business survival and retention (5 year survival rate)	Annually (Nov)	Top quartile of statistical neighbours by 2022 - >47%	47%	H	43.3%	2012-17 47.03% 	2014-19 **		G





Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
<b>Outcome - Infrastructure that supports a successful economy</b>										
 <b>23b</b>	Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	95%	H	95%	95.6%	95.9% ↑		G
 <b>24</b>	Additional school places delivered	Annually (Oct)	Total school places 127,256 by 2022	131,498	H	109,017	126143	127,323 ↑		G
 <b>25</b>	Cycling - total length of cycle path - new installations	Annually	60% increase by 2022 on the amount of new installation	17.93km	H	0km	5.57km	11.37km ↑	14.37km (in year) ↑	G
 <b>26</b>	Road conditions - A roads considered poor and likely to require planned maintenance	Annually (Nov)	5% or less by 2022	5%	L	5%	2016-18 3% ↓	2017-19 4% ↑		G
<b>Outcome - A place that provides opportunity for all</b>										
 <b>27</b>	Average gross weekly earnings for full time workers resident in West Sussex	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≥£573.79	£573.79	H	£557.20	554.1 (2017) ↓	574.9 (2018) ↑		G





Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status	
Outcome - A skilled workforce for West Sussex										
 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%	2.6%	L			2.7%	3% (in year) 	G
		<b>CHALLENGE</b> Percentage of NEETs stands at 3.0% (local data), so we are slightly worse than the 2019/20 target of 2.6%. As we have identified more young people that are NEET our percentage of 'not knowns' has decreased from 8.0% in June 2018 to 5.6% in June 2019 (local data) However, further work is being undertaken to reduce this further.								
 30	Apprentices in West Sussex	Annually (Nov)	≥7,390 by 2022	6,703	H	5,790	4,790 	*		R
		<b>Commentary about year-end RAG status</b> 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.								
 31	Adults with learning disabilities who are in paid employment	Annually (Oct)	England average or better by 2022 - 6%	4.0%	H	2.2%	3.2% 	2% 		R
		<b>CHALLENGE</b> Some of the initiatives to increase number in paid work include: Assessments which are helping people and their families to prepare for adulthood outcome 'Learning, training and work'; SEND Employability Task Group established with SEND employment Plan being developed with key stakeholders; tender for new Supported Employment Service to start in April 2020; Project to increase number of Supported Internship places offered by FE colleges has progressed this from 10 to 39 places starting in September 2019; SEND Employment campaign was launched in March 2019; Access to Work Fund films to support more applications launched in June 2019.								

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Outcome - 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)	80% by 2021 and 2022	75%	H	n/a	Biennial	70%	Biennial	A
 33	Economic growth - GVA	Annually (Dec)	Above South East average by 2022 - £29,420	£29,415	H	£25,221	£26,568 	*		A




Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
A strong, safe and sustainable place										
Outcome - A healthy place										
 7	Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	Annually (Mar)	top quartile of statistical neighbours - 175.65	206.7	L	220	222.2 	*		R
<b>Commentary about year-end RAG status</b> - A comprehensive set of interventions are commissioned by the council and NHS partners across the pathway, from prevention, through to early intervention and then on to more specialist clinical services. However, the evidence suggests that many population level approaches do not specifically relate to self-harm but are around promoting positive mental and emotional wellbeing. To improve performance in this area we are: Producing a rapid health needs assessment to identify key local drivers and priority areas for action; Recruiting two dedicated posts, one addressing whole school approaches to emotional wellbeing and the other specifically focussed on self-harm; Ensuring that West Sussex and Sussex and East Surrey STP suicide prevention activity is coordinated with other activity in this area.										
 34	Air Quality Management Areas where air quality is improving	Annually (Dec)	10 Air Quality Management Areas with improved air quality	10	H	9	8 	*		R
<b>Commentary about year-end RAG status</b> The Inter-Authority Air Quality group met in June and we have been working with District and Borough authorities to add additional anti-idling signs to level crossings. These signs, funded by Sussex-air, should be installed by mid-summer. A public information campaign has been developed and messaging is also being included in the Climate Change Pledge communications. Progress to date includes Connections editorial (June 2019), Connections full back advert (June 2019), Spirit FM interviews for Breathe Easy Week, Encouraging staff across all authorities to take action during Breathe Easy Week, Two days during Breathe Easy Week for WSCC staff to trial the electric vehicles										


Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Outcome - A safe place										
<div><div></div><div>36</div></div>	People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≤57	80	L	103	102 <div></div>	*		R
		<b>Commentary about year-end RAG status</b> There were four 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. There have been 90 reported KSI casualties in the first quarter of 2019 (Jan to Mar), this is an encouraging reduction on the first quarter 2018 which saw 99 KSI casualties. The numbers of KSI casualties have remained at a consistent level since 2011 and this reflects the national picture. While this lack of change should be seen against the increase in population and traffic growth, the progress against our milestones is disappointing and highlights the need for continual effort to reduce casualties on our roads.								
		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 funded by the Department for Transport's road safety fund. The works consist of building a hard strip between the road and the verge and a ribbed edge line, similar to the ones found on motorways and dual carriageways. More than half of the serious accidents on the A285 involve drivers leaving the road; the ribbed edge line will introduce an audible and tactile warning to drivers if they leave their lane. Major road safety schemes comprising of road surfacing improvement were completed on the A280 Cricket Club and Waterworks bends and a junction improvement introduced on the A24 and Warnham. 5.8km of new cycle track provision was completed across the county and 12 signalised pedestrian crossings were refurbished and improved.								
		There is continued investment with £600,000 earmarked for road safety investigation and improvement schemes in 2019 comprising of a number of larger scheme 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 and we are on target to train 10000 year 6 pupils in BikeAbility Cycle Proficiency.								

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Outcome - Sustainable environment										
 45	Ultra-low emission vehicles registered for the first time	Annual	Top quartile of statistical neighbours by 2022 - > 760 registered vehicles	514	H	327	2017 391 ↑	*		G
 46	Household waste sent to landfill	Annual	9% by 2022 (top quartile)	19%	L	49% sent to landfill	39% ↓	27.06% ↓		A
Outcome - A place of culture, heritage and beauty										
 47	Museums and theatres in West Sussex - visitors at attractions	Annually (Jul)	20% increase by 2022	2,035,219	H	1,850,199	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% →		G

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Independence for later life									
Outcome - 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	93%	H	82.9%	87.1% ↓	91.9% ↑	* A
Outcome - 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 - >88.9%	88.2%	H	83.7%	87.8% ↑	* G	
Outcome - 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	612	L	578	569 ↓	* G	
Outcome - 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	47%	H	45.8%	41.2% ↓	46% ↑	* A



Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High/ Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status	
A council that works for the community 										
Outcome - Customer focused										
 56	Level of satisfaction of the services received by our residents	Biennial (Oct 18)	80% by 2022	75%	H	0%	Biennial	46%	Biennial	R
		<b>Commentary about year-end RAG status</b> We adopt an open and honest approach to communications outlining our budget challenge and the effect savings are having on our ability to deliver the range of services we have done in the past. However, we have been keen to highlight our achievements as outlined in the annual report. Through our communications channels we are sharing with residents both the budget challenge as well as our achievements.								
Outcome - Value for money										
 57	Residents who agree that the council provides good value for money	Biennial (Oct 18)	80% by 2022	75%	H	0%	Biennial	35%	Biennial	R
		<b>Commentary about year-end RAG status</b> The council has saved almost £240 million since 2010. However we still have a gross budget gap, before council tax rises of over £127 million, to close over the next 4 years. The council is committed to being as efficient and effective as possible and is delivering this through its “Whole Council Design” We are investing in solar farms to power homes and 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 make 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.								

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
Outcome - 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%	54%	48%	Now Biennial	R
		<b>Commentary about year-end RAG status</b>								
		We are working within the Customer Service Centre to understand our customers issues and work closely with services to improve our end to end customer experience. Moving the Multi Agency Safeguarding Hub calls into the Customer Service Centre has enabled a reduction in hand-offs, connecting our customer to the right person first time.								

Agenda Item 5

\* One year delay \*\* Two year delay

	Approved budget	Latest budget for year	Net income to date	Projected outturn variation
Sources of Finance	£000	£000	£000	£000
Precept	-459,941	-459,941	-114,985	0
Council Tax Collection Fund	-2,279	-2,279	-2,279	0
Business Rates	-85,466	-87,407	-19,661	0
Business Rates Collection Fund	294	294	294	0
Section 31 Business Rates Grant	-18,901	-18,901	-4,725	0
Social Care Support Grant	-5,243	-5,643	-1,411	0
New Homes Bonus Grant	-3,933	-3,933	-983	0
Brexit Preparations Grant	0	-87	-87	0
Total Financing	-575,469	-577,897	-143,837	0
	Approved budget	Latest budget for year	Net spending to date	Projected outturn variation
Analysis of Expenditure	£000	£000	£000	£000
Portfolio Budgets				
Adults and Health	206,368	206,315	47,006	200
Children and Young People	100,187	101,334	33,119	12,100
Corporate Relations	44,503	44,619	23,037	1,045
Education and Skills	19,780	23,111	-10,214	671
Environment	61,954	63,105	8,201	700
Finance and Resources	12,798	12,766	529	-100
Fire and Rescue and Communities	38,428	36,047	6,210	1,626
Highways and Infrastructure	32,926	32,903	9,650	2,480
Leader (including Economy)	4,026	3,999	2,175	0
Sub-total	520,970	524,199	119,713	18,722
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	10,150	10,150	0	0
Capital Financing - Interest	17,550	17,550	4,680	0
Revenue Contribution to Capital Outlay - Business Rates Pilot	1,000	1,000	0	0
Revenue Contribution to Capital Outlay - Other	1,032	1,032	0	0
Investment Income	-2,503	-2,010	-495	0
Business Rates Pool	0	0	1,306	0
Care Leavers Council Tax Support	25	25	0	0
Contingency	3,400	3,400	0	0
Transfers to/(from) Reserves - Business Rates Pilot	18,141	20,082	20,082	0
Transfers to/(from) Reserves - Other	5,704	2,469	2,469	0
Sub-total	54,499	53,698	28,042	0
Total Net Expenditure	575,469	577,897	147,755	18,722
Total Forecast Variation - overspending				
				18,722
Contingency				£000
Original Budget				3,400
Available Contingency				3,400

Balances and Reserves	Balance at 31st March 2019	Balance at 30 June 2019	Projected Balance at 31 Mar 2020	Projected Annual Movement	Comments on Significant Annual Movements
	£000	£000	£000	£000	
<b>Earmarked Reserves:</b>					
Capital Infrastructure	-12,028	-12,028	-12,028	0	
Crawley Schools PFI Reserve	-599	-546	-546	53	
Street Lighting PFI Reserve	-23,522	-23,683	-23,574	-52	
Waste Management PFI Reserve	-12,479	-12,479	-12,479	0	
Waste Management MRM Reserve	-28,057	-26,057	-26,057	2,000	Approved budget book: £0.5m to capital programme (Site HA Brookhurst Wood), £1.5m to revenue portfolio (lifecyle costs)
Adult Social Care Support Grant 2018/19	-1,517	-1,517	-1,417	100	
Budget Management Reserve	-30,110	-26,008	-26,008	4,102	£6.5m redirected to Service Transformation for Whole Council Design. Budget to be used to fund 2019/20 overspending
Business Infrastructure Reserve	-706	-706	-456	250	
Business Rates Pilot Fund	0	-20,082	-20,082	-20,082	Holds gains arising from 75% local retention of business rates pilot (net of £1m applied to capital programme)
Deprivation of Liberty Safeguarding	-861	-861	-151	710	Planned application of reserve to Adults & Health portfolio to undertake statutory assessments
Economic Growth Reserve	-1,297	-1,297	-1,297	0	
Highways Commuted Sums	-3,057	-3,669	-3,669	-612	£1m budgeted transfer from Environment portfolio, net of planned application of £0.4m for Highways maintenance
Highways On-Street Parking	-968	-968	-968	0	
Infrastructure Works Feasibility	-1,348	-2,348	0	1,348	£1m contribution from Finance & Resources portfolio per approved budget, reserve is currently fully-committed in year
Insurance Reserve	-5,356	-5,356	-5,356	0	
Interest Smoothing Account	-1,078	-1,078	-1,078	0	
Revenue Grants Unapplied	-343	-400	-864	-521	Outturn projection based on weighted five year average of grants held at year end
Schools Sickness & Maternity Insurance Scheme	-2,085	-2,085	-2,085	0	
Service Transformation Fund	-6,747	-10,247	-5,838	909	£6.5m contributed by Budget Management Reserve; £3m applied to base budget for WCD; Further drawdowns of £4.4m anticipated
Adult Social Care Transformation Fund	-510	-510	0	510	Reserve fully committed - anticipated drawdown to Adults & Health portfolio at the end of Q2 for four ongoing projects
Social Care Support Grant	0	-5,243	0	0	
Social Mobility and Homelessness Initiatives	-750	-750	-250	500	£0.5m anticipated drawdown to Adults & Health portfolio to progress joint initiatives with Districts/Boroughs
Statutory Duties Reserve	-2,437	-2,437	-2,437	0	
Strategic Economic Plan (SEP) Reserve	-1,295	-1,210	-992	303	
Street Works Permit Scheme	-874	-874	-874	0	
Special Support Centres	0	-1,845	-1,845	-1,845	Funds diverted from Education portfolio per approved budget (DSG replaces); increase mainstream provision via capital investment
Other Earmarked Reserves	-2,592	-2,205	-1,808	784	
<b>Earmarked Reserves (Excluding Schools)</b>	<b>-140,616</b>	<b>-166,489</b>	<b>-152,159</b>	<b>-11,543</b>	
DSG Reserve	-6,245	-3,845	-1,925	4,320	£2.4m applied to High Needs; Anticipated overspend on High Needs (£1.2m), Early Years (£0.5m) and Growth Fund (£0.6m)
School Balances	-16,452	-15,530	-15,163	1,289	£0.9m released to school budgets (income post schools closedown); £0.4m banker balances to be released to DSG
<b>Total Earmarked Reserves</b>	<b>-163,313</b>	<b>-185,864</b>	<b>-169,247</b>	<b>-5,934</b>	
General Fund	-20,286	-20,286	-20,286	0	
Capital Grants Unapplied	-44,669	-44,669	0	44,669	Planned application of all unapplied grants to 2019/20 capital programme
<b>Total Usable Reserves</b>	<b>-228,268</b>	<b>-250,819</b>	<b>-189,533</b>	<b>38,735</b>	

## Savings Monitor As at 30th June 2019

## Agenda Item 5

Portfolio	Activity	2019/20 £000	June 2019 £000	Current RAG June 2019	Comments
Adults & Health	Review options for in house provided services <b>(Published Cabinet Member decision)</b>	320	320	G	
Adults & Health	Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people <b>(Published Cabinet Member decision)</b>	300	300	A	Timing risk of circa £150k in 2019/20. Saving still expected to be delivered in full, but over a longer period because the policy change will be applied from October rather than April.
Adults & Health	Local Assistance Network <b>(Published Cabinet Member decision)</b>	600	600	G	
Adults & Health	Housing Related Support <b>(Published Cabinet Member decision)</b>	1,740	1,740	G	
Adults & Health	Revenue savings from capital investment re Westergate	100	100	R	Timing risk in 2019/20. Saving still expected to be delivered in full, but over a longer period because of construction delays.
Adults & Health	Staffing Review - across Children, Adults, Families, Health and Education (CAFHE)	175	175	A	Circa £50k delivered.
Adults & Health	Public Health Grant reduction plan - Contract reductions	152	152	G	
Adults & Health	Public Health Grant reduction plan - Staffing reductions	425	425	B	
Adults & Health	Public Health Grant reduction plan - Reprioritisation of Public Health budget	323	323	B	
Adults & Health	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	500	A	
Children & Young People	Provision of care leavers accommodation <b>(Published Cabinet Member decision)</b>	390	100	A	Delays in identifying suitable premises mean that this savings target is unlikely to be realised in full in 2019/20. A sum of £100k is now thought to be more likely, with the remaining £290k being delivered in 2020/21.
			290	R	
Children & Young People	IPEH: New proposals, including absorption of Think Family Grant <b>(£0.56m: Published Cabinet Member decision)</b>	2,950	1,950	R	Savings of £1m have been delivered. The balance is at risk in light of the Ofsted inspection.
			1,000	G	
Children & Young People	Growth in numbers of in-house foster carers as part of the Fostering Improvement Plan	300	300	R	Saving at risk in light of the Ofsted inspection. It is unlikely that savings attributed to residential placements for under 16's will be able to be delivered at all. There is potential for £190k to still be delivered through commissioning approaches on.
Children & Young People	Implement Children Looked After commissioning strategy	840	190	A	Saving at risk in light of the Ofsted inspection. It is unlikely that savings attributed to residential placements for under 16's will be able to be delivered at all. There is potential for £190k to still be delivered through commissioning approaches on placements for 16-25 year olds.
			650	R	
Children & Young People	Early intervention reducing demand for high cost services	350	350	G	These savings are delivered via the PAUSE programme which remains operational and on target in 2019/20.
Children & Young People	Healthy Child Programme procurement	250	250	B	
Children & Young People	Public Law Outline and client expenditure (S17) - embedding of process improvements made in 2017/18	280	280	R	An outcome of the Ofsted inspection findings published in May 2019 is highly likely to be more children subject of court proceedings and/or requiring assistance under Section 17 of the Children & Families Act. This renders these savings unachievable at this point in time.
Children & Young People	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	150	A	Plans are developing to deliver these savings, however at this early stage of the year there is only confidence around the deliverability of £150k in relation to Direct Payments surplus management.
			350	R	
Children & Young People	Use of 'Public Health Grant to support the IPEH budget	500	500	B	
Corporate Relations	EProcurement of MFD contract	100	100	B	
Corporate Relations	Implementation of IT Strategy	200	200	G	
Corporate Relations	Closer management of the Capita Contract	200	200	A	
Corporate Relations	Centralisation of Learning & Development	169	127	R	The plan to centralise the L&D function is unlikely to deliver the original target of £169k in 2019/20, instead a reduced figure of £42k is now expected however some of this shortfall may be recovered in 2020/21.
			42	A	
Corporate Relations	Ensure appropriate use of agency staff	400	200	R	Only £0.2m for agency reduction is likely to be achieved in 2019/20.
			200	A	
Corporate Relations	Review of Staff Terms and Conditions	180	180	G	Terms and conditions is hoped to deliver £110k more than had been profiled to be achieved in 2019/20.
Corporate Relations	Cessation of the Outplacement contract	85	85	R	£85k for the outplacement contract that cannot be achieved.
Corporate Relations	Deletion of HR&OC vacant posts	70	70	B	
Corporate Relations	Charging PVI Sector training		25	A	£100k for PVI sector training which is likely to only be £25k for 2019/20.
		100	75	R	
Corporate Relations	Stop refreshments at training sessions	25	25	B	
Corporate Relations	Whole Council Design	1,500	1,500	A	
Corporate Relations	Review Accounts Payable workflow	50	50	A	
Corporate Relations	Increased digitalisation of support to Members	10	10	B	
Corporate Relations	Provision of Legal Services via the ORBIS partnership	250	250	R	Surrey County Council have announced they are withdrawing from the ORBIS Public Law Partnership. This news, along with increasing number of Children Looked After means that the service are unlikely to achieve this saving.
Education & Skills	Transport for pre-school age children Savings	70	70	R	
Education & Skills	Developing additional SSCs <b>(Published Cabinet Member decision)</b>	131	131	A	

# Agenda Item 5 - Savings Monitor As at 30th June 2019

Portfolio	Activity	2019/20 £000	June 2019 £000	Current RAG June 2019	Comments
Education & Skills	Improve School Trading Offer	150	150	G	
Education & Skills	Reprioritisation of budgets in High Needs Block	560	560	B	
Environment	Waste Deal with Ds&Bs - to link with future of recycling credits <b>(Published Cabinet Member decision)</b>	1,200	1,200	B	
Environment	Move to 100% diversion from landfill via Refuse Derived Fuel (RDF) Contract	300	300	G	
Environment	Further savings on Viridor contract through negotiation	150	150	G	
Environment	Reprocurements of energy/water contracts	50	50	G	
Environment	Expansion of solar installation programme	90	90	G	
Environment	Reduce waste going to landfill through further variations to MBT facility	725	725	G	
Environment	Permits for commercial vehicles, vans and trailers for use of Household Waste Recycling Centres (HWRCs)	100	100	B	
Environment	Biffa agreed saving	130	130	B	
Environment	Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	100	100	G	Changes to come into force from September 2019
Environment	Review of countryside agreements and PROW operational budgets	70	70	G	
Environment	Planning fee income	150	150	G	
Environment	Reduce Trading Standards Discretionary duties by 10%	130	130	G	
Finance & Resources	Advertising/sponsorship opportunities	50	50	A	
Finance & Resources	Purchasing Card spending - target 10% on contracted spend	460	460	A	
Finance & Resources	Reduce Hardship Fund to reflect current demand	105	105	B	
Finance & Resources	Reduction in subscriptions	23	23	G	
Finance & Resources	Increased utilisation of the Apprenticeship levy	175	175	G	
Finance & Resources	Insight & Performance restructure	150	150	G	
Finance & Resources	Income Generation - Investment Opportunities	500	500	B	Two investment properties purchased.
Fire & Rescue & Communities	Reduce Community Initiative Fund	140	140	B	
Fire & Rescue & Communities	Reduce media fund for physical and digital stock	25	25	G	
Fire & Rescue & Communities	Reduce staffing capacity in Community Safety and Wellbeing Service	75	75	G	
Fire & Rescue & Communities	Reduced Partnership & Comm Team	195	195	G	
Fire & Rescue & Communities	Remove Big Society Grant Fund	49	49	G	
Fire & Rescue & Communities	Reduction in Community Safety Team	50	50	G	
Fire & Rescue & Communities	Restructure Fire Senior Team	100	100	G	
Highways & Infrastructure	Review of non-statutory elements of the English National Concessionary Transport scheme	50	50	R	Review not progressed.
Highways & Infrastructure	On Street Parking - changed date of annual increase <b>(Published Cabinet Member decision)</b>	150	150	A	June decision planned.
Highways & Infrastructure	Reduction in public bus service subsidies which do not impinge upon school transport <b>(Published Cabinet Member decision)</b>	300	300	G	On track.
Highways & Infrastructure	Cost Recovery (Street Works Permit Scheme)	140	140	G	
Highways & Infrastructure	Staffing changes	134	134	G	
Highways & Infrastructure	Highway operations service level review	574	374	R	It is not likely to be possible to deliver this saving due to the delay to the award of the highway maintenance contract.
Highways & Infrastructure	Review of Highways and Transport budgets		200	G	
Highways & Infrastructure	Income generation - examine scope to increase income from fees and charges, including sponsorship	100	100	A	Expected to be challenging - will be kept under review.
Highways & Infrastructure	On-Street Parking - annual increase	200	200	G	
Highways & Infrastructure	Reduced level of demand for concessionary bus travel scheme	500	500	G	
Leader	Policy team /Communications Team	150	150	B	
Non - Portfolio	Interest income	100	100	G	
Non - Portfolio	LGPS	500	500	G	
<b>TOTAL</b>		<b>23,435</b>	<b>23,435</b>		

**2019/20 CAPITAL MONITOR as at the end of June 2019**
**Appendix 3**

Portfolio	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	19/20 Capital Programme (February County Council)	Slippage/ (Acceleration) from 2018/19	Total 19/20 Capital Programme	Actuals to Date	Forecast for Remaining Period	Full Year Forecast	Over/(Under) Spend
	£000	£000	£000	£000	£000	£000	£000
<b>Core Programme</b>							
Adults and Health	1,492	775	2,267	1	2,266	2,267	0
Corporate Relations	1,282	(282)	1,000	0	1,000	1,000	0
Education and Skills	31,324	1,103	32,427	3,924	30,555	34,479	2,052
Environment	1,176	566	1,742	4	1,738	1,742	0
Finance and Resources	6,994	787	7,781	436	7,370	7,806	25
Fire and Rescue and Communities	9,042	(258)	8,784	135	8,707	8,842	58
Highways and Infrastructure	33,830	2,520	36,350	12,097	29,187	41,284	4,934
Leader including Economy	7,670	(695)	6,975	(55)	7,030	6,975	0
<b>Total Core Programme</b>	<b>92,810</b>	<b>4,516</b>	<b>97,326</b>	<b>16,542</b>	<b>87,853</b>	<b>104,395</b>	<b>7,069</b>
<b>Income Generating Initiatives</b>							
Corporate Relations (Gigabit)	2,370	3,016	5,386	38	5,348	5,386	0
Environment (Waste Infrastructure & YES)	2,700	2,077	4,777	(148)	4,925	4,777	0
Finance and Resources (inc Propco)	10,115	(9,840)	275	1	274	275	0
Leader including Economy (5 Bold Ideas)	1,000	901	1,901	76	1,825	1,901	0
<b>Total IGI</b>	<b>16,185</b>	<b>(3,846)</b>	<b>12,339</b>	<b>(33)</b>	<b>12,372</b>	<b>12,339</b>	<b>0</b>
<b>Total Capital Programme</b>	<b>108,995</b>	<b>670</b>	<b>109,665</b>	<b>16,509</b>	<b>100,225</b>	<b>116,734</b>	<b>7,069</b>

**Whole Council Design – June 2019 TPM Update**

1. Whole Council Design (WCD) was established as our transformation agenda in September 2018. For ease, projects and change initiatives have been grouped by theme which support the challenges set out in our Rising to the Challenge: 2022 document to tackle our financial, performance and culture challenges.
2. WCD supports and enables our services to transform at a time when there are increasing demands upon our organisation; and therefore ensures through the WCD approach and team that we have the right leadership, capacity, capability and pace to deliver change in such a demanding environment and time for the local government sector.
3. WCD incorporates a number of interconnected and interdependent projects and programmes designed to ensure our organisation becomes ever more efficient and effective for the residents of West Sussex.
4. Whole Council Design includes initiatives to:
  - Better manage demand for our services by shifting demand to more cost effective digital channels, automating business processes and reducing handoffs for simple transactions. This will free up time to support our more vulnerable customers that need to contact in person, by telephone, or are seeking a more convenient form of digital assistance.
  - Challenge and redesign business processes to take stock of what we do, why we do it and how we do. This will test whether we need to change our policies or adjust our risk appetite where the cost of operation exceeds outcomes and return on investment.
  - Review our existing corporate systems to eliminate processes that are clunky and labour intensive. This will reduce duplication and double handling, make it easier for staff to self-serve and avoid long term support and maintenance costs for our organisation.
  - Transform our work practices through new technology, ways of working and innovation, such as robotics, intelligent automated digital assistance and virtual reality tools.
5. The business case for WCD identified savings in the range of £17m to £25m through delivery of a number of specific projects based on an investment of between £13m-£19m.
6. Of the £13.3m earmarked by the Council in a reserve for spending on a range of transformation projects, £7.2m has been allocated for delivering Whole Council Design.



## WCD Themes and Initiatives

7. A number of projects have been mobilised under the respective delivery and cross cutting themes.

### Customer Theme

8. The Customer theme is primarily focused on shifting our customers to more cost effective and efficient contact channels where there is demand and propensity to do so. Many of our customers already bank online, shop online and interact with other public services online. Projects in this theme seek to shift contact channels; use technology to automate and digitise contact; and reduce failure and preventable demand. Behavioural insight techniques are also being applied (based on the experience and success of other local authorities) to influence customer behaviour and further reduce demand.
9. These initiatives will free up organisational capacity to deal with our customers are more vulnerable and need our help and support the most.

### Community Theme

10. The Community theme is focused on consolidating services under one roof and rationalising our estate. It is unsurprising that many of our buildings are located within close proximity as our services have been targeted at those communities with the highest level of demand and deprivation. Creating community hubs in ten locations across the county will help us:
  - Improve our access to our services for our residents
  - Maintain the long term sustainability of our buildings
11. By moving away from the traditional model of separate buildings for libraries, Children and Family Centres and Find It Out Centres, we can bring people together from various community groups and help them form new relationships and support networks. There are also opportunities to change the way we use our resources, for example multi-skilling staff, and consolidating services in smaller satellite sites similar to East Grinstead and Findon.

### One Council Theme

12. The One Council theme is primarily focused on improving the efficiency of our back office processes and systems. Projects in this theme seek to implement a new system to support core HR, Finance and Procurement processes; use innovative technology, to carry out tasks more efficiently and effectively, such as robotics and a digital mailroom; and new technology to support flexible and mobile working. This will enable our resources based services to more effectively and efficiently support all our staff and our front line services departments.

13. These initiatives will collectively reduce manual effort and increase staff self serve, organisational capacity and productivity.

### Cross-Cutting

14. The cross-cutting theme combines a number of projects designed to promote being digital by design, work at pace and change management activity to tackle our culture challenge. This stream includes Big Ideas, Big Exchange, County Ventures (including the Cornerstone Partnership with whom we are piloting virtual reality technology to raise awareness and empathy for childhood trauma) and change readiness planning to help us transform and embed new processes and practices.

### **Costs**

15. A summary of WCD allocated for 2019/20 is shown below. It should be noted that in 2019/20, the bulk of allocated funds is attributed to investment in technology for the One Council and Customer themes.

		People (TPO Resource)	People (Non-TPO)	Technology
		2019/20	2019/20	2019/20
Customer Theme	Right Service Right Place A New Norm	£ 480,880	£ 266,000	£ 2,370,000
Community Theme	Community Hubs	£ 253,186	£ 70,000	
One Council Theme	Smart Core Support Focus Join the Dots	£ 1,133,446	£ 74,000	£ 2,029,000
Cross-Cutting	Big Ideas County Ventures Our Work Anywhere	£ 300,436		£ 207,700
<b>Totals</b>		<b>£ 2,167,948</b>	<b>£ 410,000</b>	<b>£ 4,606,700</b>
<i>Proportion of cost</i>		<i>30%</i>	<i>6%</i>	<i>64%</i>

### **Benefits**

16. £1.5m in revenue savings has been budgeted to be delivered from Whole Council Design in 2019/20. The majority of the budgeted £1.5m savings were expected to be achieved through Our Work Anywhere (86%) and Right Service Right Place (14%).
17. Specifically, the majority of benefits from Our Work Anywhere were targeted from new ways of working (using technology) in children's social care. It is not possible to realise these benefits in 19/20 because of the

ongoing need to invest in Children's Services following the recent OFSTED inspection.

18. Benefits associated with the Right Service Right Place project, are dependent on the implementation of our channel strategy. Work is underway to test benefits achievable from this project, in this financial year, in parallel with accelerated opportunities being explored with our Capita Partnership.
19. As a number of projects that have been mobilised are dependent on our Capita Partnership and contract for benefits realisation the Transformation Portfolio Office are working to identify additional opportunities to realise in-year savings to achieve the £1.5m 19/20 target.
20. The current RAG status regarding in-year savings remains at risk (amber), whilst accelerated opportunities are being explored in August 2019. Thereafter the status will be reviewed and updated accordingly.
21. Future year savings are expected, and a strategic budget option to accelerate WCD to generate savings of up to £5.3m in 2020/21 (with additional amounts in 2021/22) is currently being developed following the Cabinet meeting on 11 July. Progress on this will be included in future updates on the 2020/21 budget.

	Full Amount Estimated	Estimated spending in 2019/20	Estimated spending in 2020/21	Estimated spending in 2021/22
	£000	£000	£000	£000
<b>Temporary investment</b>				
Organisational Development Manager (12 months)	43	32	11	-
HR Advisor (6 months)	21	21	-	-
Prevention Business Analyst (6 months)	21	21	-	-
Business Analyst for Fire Safety Transformation (6 months)	21	21	-	-
Prevention Data Analyst (12 months)	43	32	11	-
Data Cleansing & Analysis Officer (12 months)	42	42	-	-
Insight Officer to deliver AFA review (12 months)	42	42	-	-
External resource to clear risk based improvement programme - 680 inspections at £200 per inspection	122	122	-	-
Fire Safety Support Officer - To book planned audits and manage reports (12 months)	24	18	6	-
FRS Project support FC20 delivery and HMICFRS improvement plans - (until 31st March 2020)	75	32	43	-
Employers Network for Equality Inclusion – 15 workshops and report	27	27	-	-
Uniform Replacement - One-off to allow for, better fit for females and cultural identity changes	90	90	-	-
	<b>571</b>	<b>500</b>	<b>71</b>	<b>-</b>
<b>Contingency (10% of temporary funding)</b>	<b>63</b>	<b>55</b>	<b>8</b>	<b>-</b>
<b>Permanent increase in base budget</b>				
<b>Note that in 2020/21 the full year effect is shown as this is the budget which will be required</b>		<b>Part year effect</b>	<b>Full year effect</b>	<b>Full year effect</b>
Prevention Manager	56	31	57	57
Area Manager Protection	76	57	76	76
Diversity and Inclusion Advisor for FRS	47	35	47	47
Workforce Engagement Lead	56	42	56	56
High Risk Safe and Well Visit Specialists x 3	99	74	99	99
Protection Officers	196	158	196	196
Prevention, Protection, Quality Assurance Trainers	197	148	197	197
Ops Assurance Performance & Audit	49	37	49	49
Programmes Assurance and Governance Project Manager - Delivers Integrated Risk Management Plan	57	43	57	57
WSFRS Hub - Principle & Senior Management Support Officer	29	21	29	29
Resource Coordinator (Resource Office) - crewing office	42	32	42	42
FRS HMI Performance Manager	65	49	65	65
Wellbeing Advisor/Lead - initial two year fixed term contract	47	35	47	47
Reinstate Watch Manager B payments to Hay A's - 60 FTE	350	263	350	350
IT equipment and vehicles for additional FTE	100	100	100	100
FRS training budget for protection competency training (for dedicated protection staff)	100	75	100	100
FRS training budget to ensure competence in protection and prevention training (for all appropriate staff)	37	28	37	37
FRS branding and values embedding budget	23	23	23	23
	<b>1,626</b>	<b>1,251</b>	<b>1,627</b>	<b>1,627</b>
<b>Totals</b>	<b>2,260</b>	<b>1,806</b>	<b>1,706</b>	<b>1,627</b>
<b>Available funding</b>		<b>380</b>	<b>380</b>	<b>380</b>
<b>Additional funding required</b>		<b>1,426</b>	<b>1,326</b>	<b>1,247</b>

	Full Amount Estimated	Estimated spending in 2019/20	Estimated spending in 2020/21	Estimated spending in 2021/22
	£000	£000	£000	£000
<b>Temporary investment in targeted improvement</b>				-
Senior Improvement Leads	1,080	480	600	-
Programme Management and support	1,497	599	898	-
Practice Improvement/Behaviour Change Programme	3,600	900	2,700	-
Leadership Development Programme	500	250	250	-
Specific Project Consultancy	1,000	167	833	-
Communications Lead	80	27	54	-
Complaints Officer	80	27	54	-
Neglect Strategy work	33	33	-	-
Casework Audits	155	155	-	-
	<b>8,025</b>	<b>2,637</b>	<b>5,388</b>	<b>-</b>
<b>Temporary additional capacity (service &amp; corporate); retention offer</b>				
Retention Payments	2,000	2,000	-	-
Additional Service Posts	271	175	97	-
HR Support	351	351	-	-
Commissioning Support	150	100	50	-
	<b>2,772</b>	<b>2,625</b>	<b>147</b>	<b>-</b>
<b>Contingency</b>	<b>1,770</b>	<b>432</b>	<b>1,338</b>	<b>-</b>
<b>Temporary funding requirement (rounded)</b>		<b>5,700</b>	<b>6,900</b>	
<b>Permanent increase in base budget</b>				
<b>Note that in 2020/21 the full year effect is shown as this is the budget which will be required</b>		<b>Part year effect</b>	<b>Full year effect</b>	<b>Full year effect</b>
Cover for ASYE lower caseloads	1,000	500	1,000	1,000
Review of Social Work				
Remuneration/Retention Contingency	2,000	-	2,000	2,000
Admin/Business Support for Social Work				
Teams Estimate	700	350	700	700
Backfill for Social Work Apprentices	600	150	600	600
Workforce Retention Initiatives (staff parking; pool cars etc)	350	200	350	350
Additional Service Posts	337	216	337	337
Leadership Team redesign	151	76	151	151
	<b>5,138</b>	<b>1,492</b>	<b>5,138</b>	<b>5,138</b>
<b>Permanent funding requirement (rounded)</b>		<b>1,500</b>	<b>5,100</b>	<b>5,100</b>
<b>Yet to be estimated</b>				
<b>Permanent</b>				
Further Organisational Changes				
Impact on Legal Services				
<b>Temporary</b>				
Additional Staff Training				
IT Equipment				
IT Systems Improvements				
Working Environment Improvements				
<b>Totals</b>	<b>17,705</b>	<b>7,185</b>	<b>12,011</b>	<b>5,138</b>
<b>Available funding</b>		<b>5,243</b>	<b>5,000</b>	<b>5,000</b>
<b>Additional funding required</b>		<b>1,942</b>	<b>7,011</b>	<b>138</b>

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<b>Performance and Finance Select Committee</b>
<b>3 October 2019</b>
<b>Capital Programme Quarter 1 Performance Monitor Report</b>
<b>Report by Director of Law and Assurance</b>

### **Executive Summary**

The attached report by Executive Director of Resource Services provides a status position on the Capital Programme Performance, as at end of June 2019.

### **Focus for Scrutiny**

The Committee is asked to review the content of the attached report and comment on any areas of concern. If appropriate the committee to make any relevant recommendations for action to the Cabinet Member in relation to the Capital Programme Quarter 1 Performance Monitor Report.

The Chairman will summarise the output of the debate for consideration by the Committee

## **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.

**Tony Kershaw**

Director of Law and Assurance

**Contact for Capital Programme monitor** Matt Hall, 033 022 22539

**Annex** Capital Programme 2019/20 – 2023/24  
Quarter 1 Performance Report

**Appendix A** Quarter 1 Performance by Portfolio Report

### **Background papers**

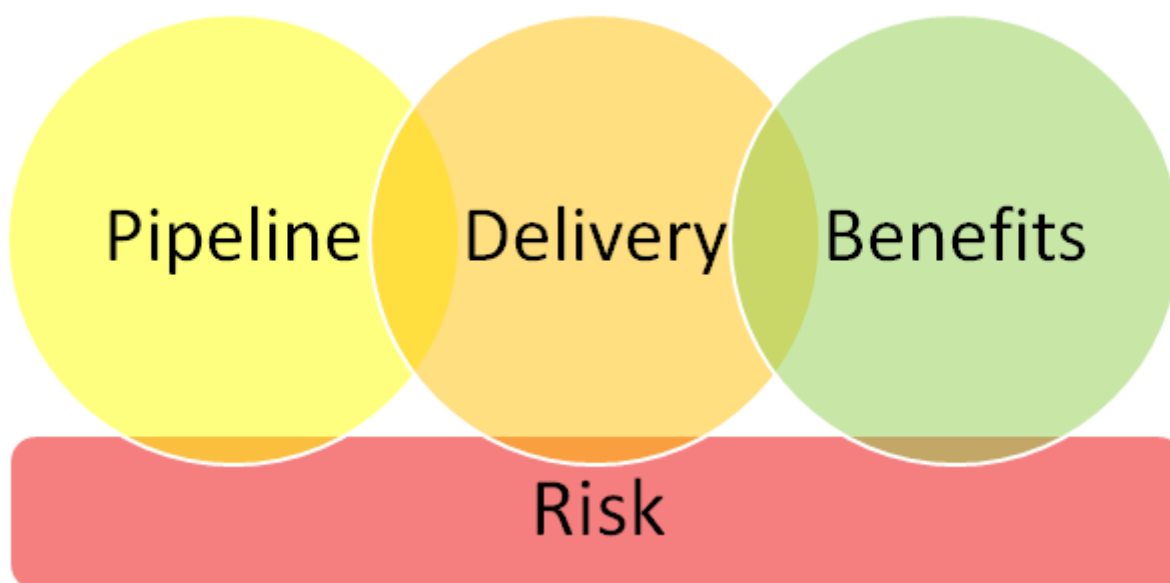
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# Capital Programme 2019/20 – 2023/24

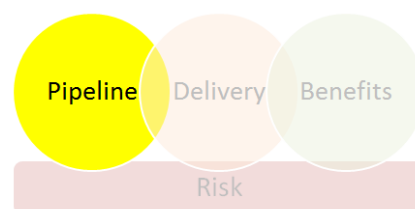
## Quarter 1 Performance Report



Performance and Finance Select Committee  
3 October 2019

**Capital Programme 2019/20 – 2023/24****1. Pipeline**

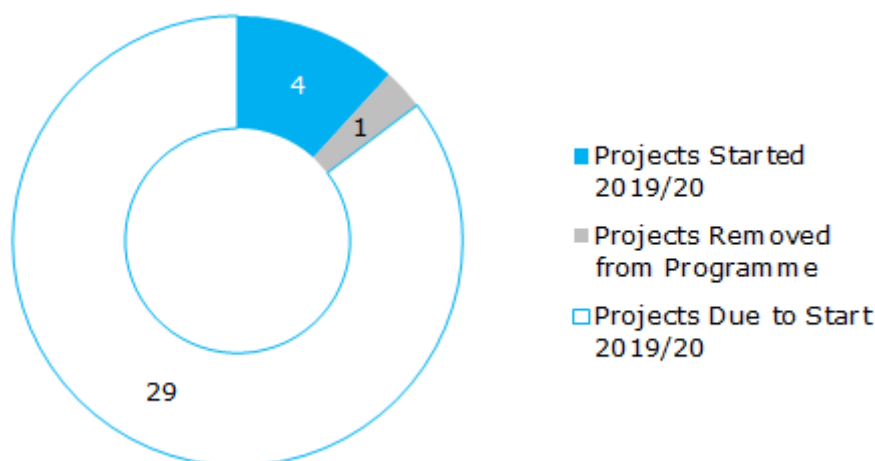
1.1 Projects that have had a Strategic Outline Case (SOC) approved and are included in the approved 5-year capital programme are considered to be in the pipeline. The preferred option/s will be developed into a Full Business Case (FBC) for a decision whether or not to proceed, taken in accordance with 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 69 programmes and projects in the 5-year pipeline.

1.4 29 projects remain due to start in 2019/20.



1.5 4 projects programmed to start in 2019/20 have entered delivery stage:

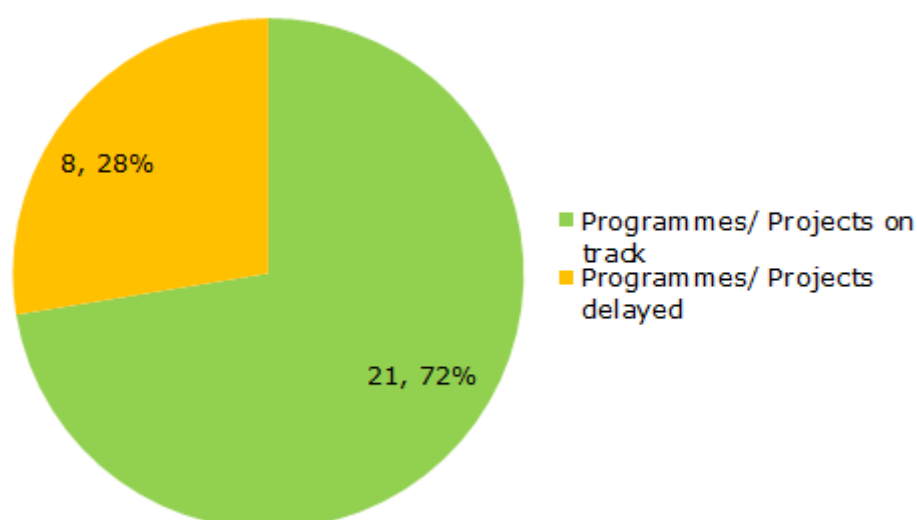
Project	Location	Description
Stonepillow DAAT Grant	Arun	Passporting of funding to local Drug and Alcohol dependency services
Ifield Community College	Crawley	Provision of additional equipment to accommodate "bulge" class within existing school space
Windmills Junior School	Mid Sussex	Conversion of former art room to general classroom to manage "bulge" class
Adult's In-House Day Centres Design Stage	Various	Capital design stage for refurbishment of day centres to support Adult's Social Care service strategy

1.6 1 project has been removed from the pipeline in 2019/20:

Project	Location	Reason
PropCo – Angel's Nursery	Arun	Decision taken to dispose of land

1.7 Of the 29 projects remaining for delivery in 2019/20, 21 remain on track for delivery according to plan. 8 projects have been delayed.

### 2019/20 Starts – Status of Pipeline Projects

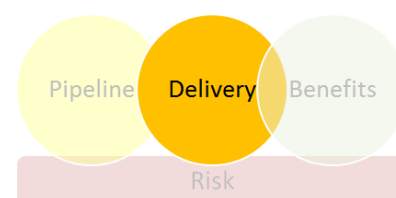


1.7 A summary of the proposed projects where development is considered “at risk” is set out in the table below.

Profiled GO/NO GO Date	Project	Status	Reason	Deliverability Status
Aug 2019	Woodlands Meed	DELAYED	WSCC is working through the best options to deal with Sports England requirements and construction access safety matter in respect of the neighbouring school, along with design considerations to deliver the project within budget. The construction start date is challenging and an update will be provided following further discussions with the school. Deliverability status to be reviewed following the work above.	GREEN
July 2019	Brookhurst Wood – Site Ha	DELAYED	Additional options considered. Separate project for 2020/21 - 2024/25 programme to be considered. Decision planned for November 2019.	GREEN
Oct 2019	Baystone Farm, Horsham, Solar Farm and Battery Storage	DELAYED	Dependency with Baystone waste project. Additional funding required in YES programme to deliver – decision due in March 2020	GREEN
Jun 2019	A29	DELAYED	LEP to consider options regarding delivery of Phases 1 and 2. Viability of funding options being considered ahead of anticipated LEP decision in October, to be followed by Cabinet Member decision in November to allocate funding	GREEN
Jun 2019	Portland Road – Worthing Growth Programme	DELAYED	Re-consideration of delivery options – capital design phase for decision in November, to be followed by Full Business Case in January 2020	GREEN
Jun 2019	South Street – Worthing Growth Programme	DELAYED	Dependency on Portland Road. Alternative programme arrangements to be considered as part of Portland Road design phase decision.	GREEN
Jul 2019	Bognor Regis Enterprise Centre	DELAYED	Preferred land option identified, design of propose site being identified – decision due in October 2019	GREEN

## 2. 2019/20 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 “Hu” analysis is presented in this report.



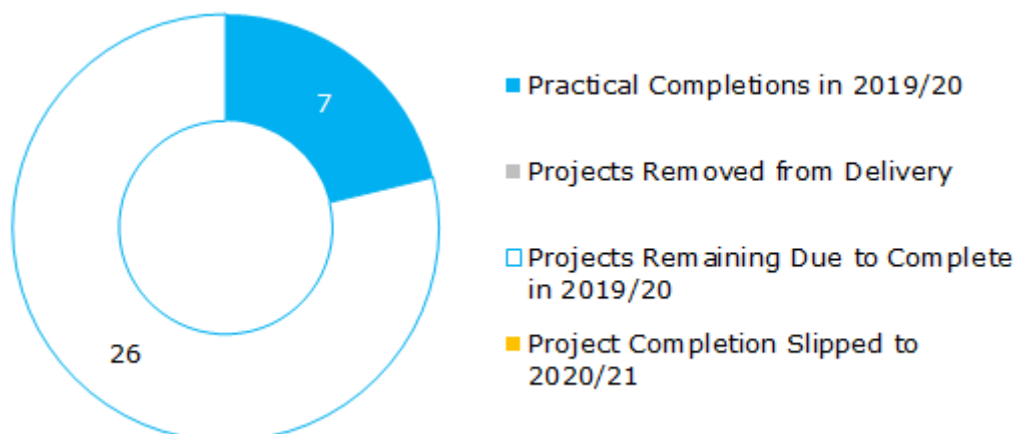
2.2 The highlight reports provide a colour-coded rating for each project as follows:

## Agenda Item 6

- **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

2.2 The CPO is monitoring the 62 projects that are in delivery. 26 projects remain due to reach practical completion during 2019/20.

2019/20 Planned Project Completions



2.4 At the end of June, 7 projects had been completed:

April		
Project	Location	Description
Healthy Pupils Capital Fund	Various	Programme of grant awards to schools for building works and equipment to support healthy living
Rake Primary School	Chichester	Provision of a modular classroom to address issues regarding the adequacy of the teaching space
Westhampnett Solar Farm	Chichester	Construction of a solar farm at Westhampnett
Churchill Court Acquisition	Crawley	Purchase of a commercial investment property in the Manor Royal Business District, Crawley
City Park Acquisition	Hove	Purchase of a commercial investment property in Hove
May		
Project	Location	Description
Alternative Provision School	Arun	Works at Flinstones Centre, Littlehampton to facilitate transfer from North Mundham site
Accommodation Optimisation	Chichester	Refurbishment of County Hall rooms to facilitate new ways of working programme objectives

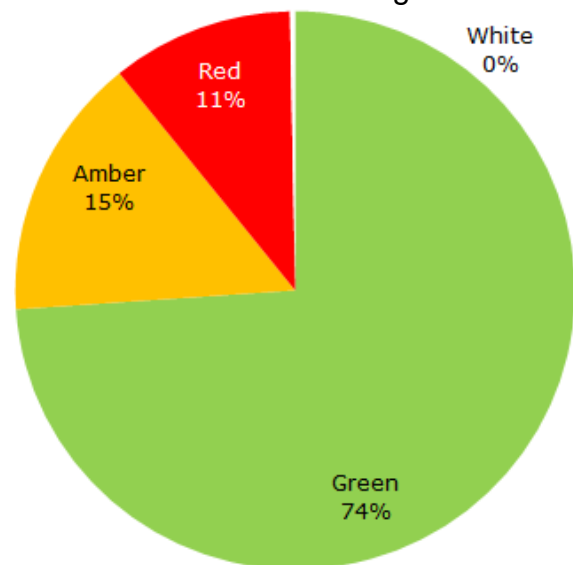
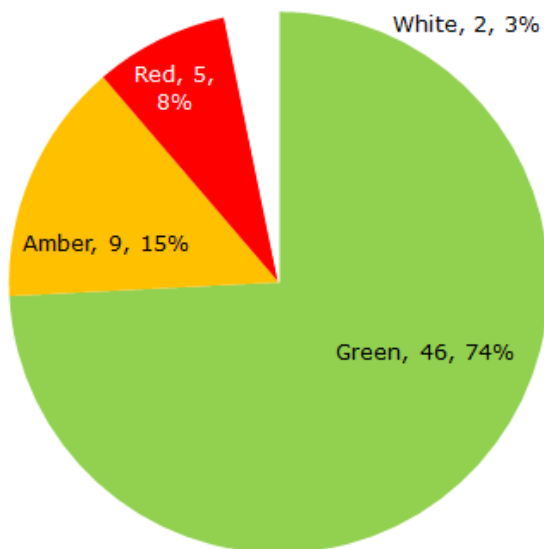
2.6 At the end of June 2019, 46 projects in delivery were rated **GREEN**. 9 were rated at **AMBER**. 5 were rated as **RED**. 2 projected did not complete a highlight report and are reported as **WHITE**:

- Windmills Junior School
- Fire Accommodation Pressures

Projects by RAG status, June 2019

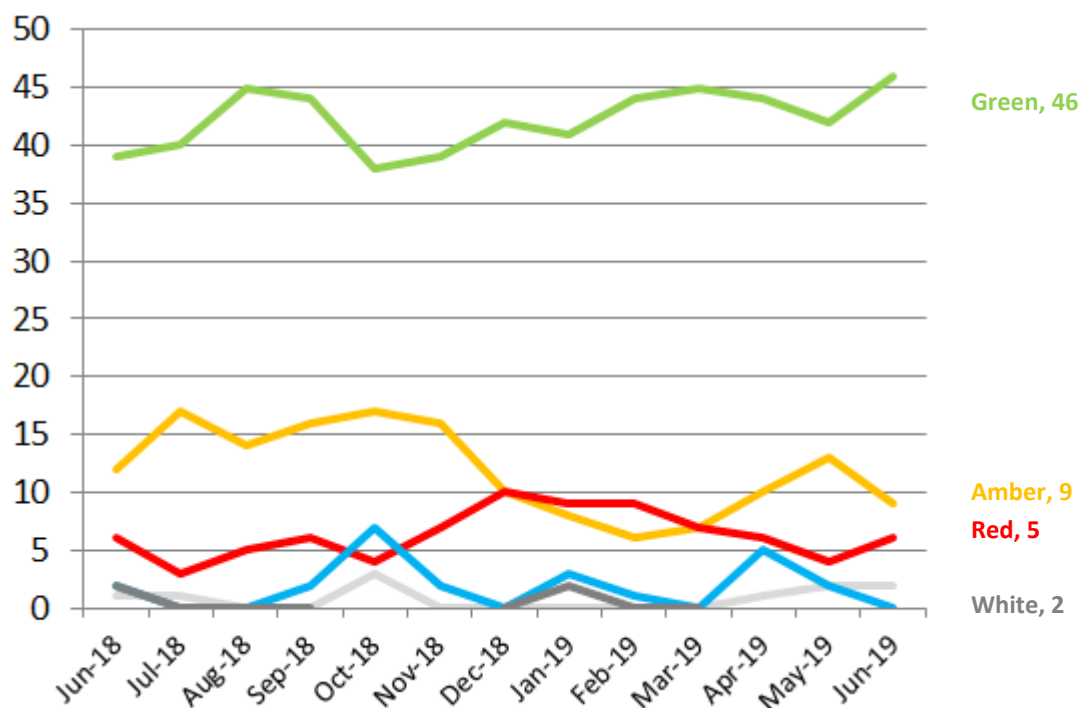
Number of Projects

Value of Projects



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

2019/20 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 June 2019, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

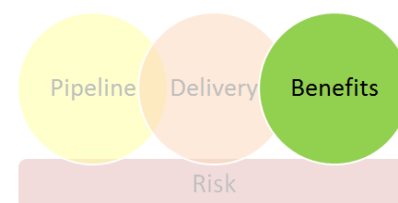
Scheme	RAG at 30 June	Reason	Impact	Updated position at 24 September	
				Updated RAG	Latest Update
Parklands	14	Project completed. Ongoing issues with	Low (cost/	RED	

## Agenda Item 6

Primary School, Chichester		significant defects being rectified before project closure	quality)		Updated business case to be brought forward to seek additional funding from Section 106
Southwater Infants and Junior School, Horsham	6	Tenders significantly over budget. Change Request to consider additional funding to be brought forward	Medium (cost/time)	AMBER	
Woodlands Mead Design Stage, Mid Sussex	1	WSCC is working through the best options to deal with Sports England requirements and construction access safety matter in respect of the neighbouring school, along with design considerations to deliver the project within budget. The construction start date is challenging and an update will be provided following further discussions with the school. Deliverability status to be reviewed following the work above.	Low (cost/time)	RED	
County Hall Car Parking, Chichester	1	Delay in implementation of Pay and Display machines pending Chichester District Council consideration of preferred system. No current planned completion date.	Low (time)	GREEN	
A259 Corridor Improvements	6	Latest cost estimate is substantially higher than approved budget.	High (cost)	GREEN	
					Key Decision to provide additional funding from Highways budgets and award Construction phase contract taken in August

### 3. Benefits

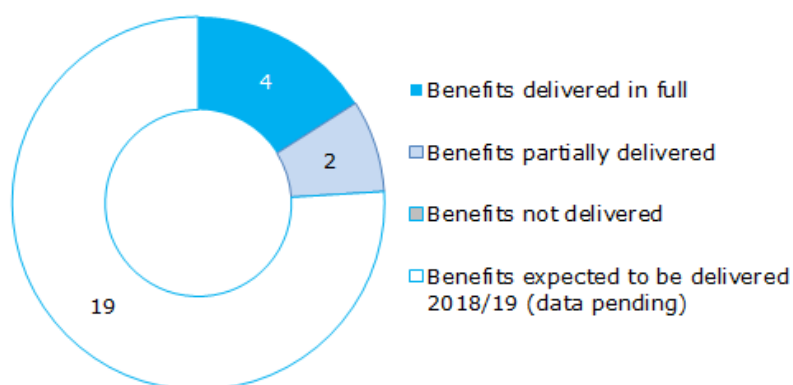
3.1 Benefits are the positive outcomes that a project/ programme delivers, which justify the investment and contributes towards one or more organisational objectives.



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 70 benefits to be delivered between now and March 2043. 4 benefits have been fully realised in 2019/20 and 2 partially realised. 19 benefits remain due to be realized during 2019/20.

### 2019/20 Benefits Delivery



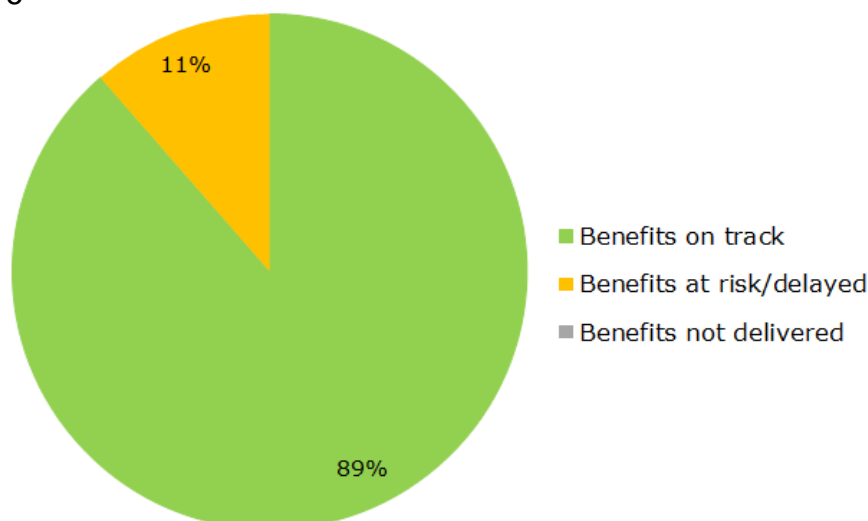
3.6 A RAG rating is provided for each of the benefits:

- **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 A summary of the benefits delivered in 2019/20 is set out in the table below:

April		
Project	Location	Benefit
On-Street Pay and Display Parking Machines	Worthing	Replacement of 68 parking machines
Rake Primary School	Chichester	Delivery of a new classroom to address concerns regarding suitability of teaching facilities
Schools Solar PV Installations Phase 2	Various	Following the liquidation of the main contractor and appointment of alternative contractors, benefit to deliver 60% of spend with local contractors was not delivered (actual local spend 27%)
Schools Solar PV Installations Phase 3	Various	
May		
Project	Location	Benefit
Churchill Court	Crawley	Purchase of building for revenue income generation
City Park, Hove	Brighton and Hove	Purchase of building for revenue income generation

3.7 Of the 70 benefits remaining in the tracker at the end of June 2019, 62 were reported to be on track for planned delivery and 8 were reported as delayed or “at risk”.

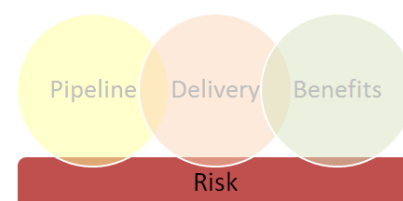


3.8 A summary of the projects where the benefit is reported reduced or at risk is set out below:

Project	Location	Status	Issue	Benefit Outcome Status
A285 Road Safety	Chichester	AT RISK	Change in reporting methodology by Sussex Police likely to influence performance against target	AMBER
East Preston Infants School	Arun	AT RISK	Pupil admissions data showing 90% uptake of new places delivered, against target of 95%	AMBER
East Preston Junior School	Arun	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 11 project risks managed by services.

## 5. Finance

As at June, the overall capital monitor demonstrates that £116.7m of the original £109.0m Capital Programme is projected to be spent in the 2019/20 financial year. This represents an



increase of £7.7m from the programme approved by the County Council in December 2018. This is partly offset by £0.7m of expenditure on projects in the 2018/19 capital programme which are still in delivery for 2019/20.

Since May, the year-end projection has increased by £2.7m as detailed below:

### **Education & Skills £0.420m**

Woodlands Mead - £0.100m – A total budget of £0.500m was approved to enter detailed design stage. £0.100m has been accelerated into the 2019/20 financial year to match the estimated spend profile.

Swiss Gardens - £0.005m – Approval has been given to purchase additional classroom equipment.

Windmills Primary School - £0.135m – Approval has been given to convert the existing art room to a general teaching classroom enabling more pupil spaces within the school.

Ifield Secondary School - £0.090m – Approval has been given to purchase additional equipment to increase provision for dining and general furniture and equipment to meet the needs of additional 30 pupils.

Weald Artificial Pitch - £0.090m – Approval has been given for design work for a replacement All Weather Pitch.

### **Highways and Infrastructure £2.250m**

A2300 - £2.250m – £2.250m has been approved from pipeline to enable land acquisition, management of great crested newts identified from ecological surveys and vegetation clearance works which are required to be completed before the start of scheme construction.

### **Safer, Stronger Communities £0.058m**

Worthing Community Hub £0.058m – Additional budget added from the pipeline to the in-flight scheme to match the decision report approved.

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## Capital Programme Performance Report Quarter 1 2019/20 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 June 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

- 4 projects submitted highlight reports at the end of June. 3 schemes in delivery were 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 30 June	Reason	RAG at 24 Sept	Updated Position
NHS Capital Grants – BC	<b>AMBER</b>	Delay in approval of additional grant budget to meet change in service-user specifications	<b>AMBER</b>	NHSE approval anticipated in November

### Education and Skills

- 15 projects submitted highlight reports at the end of June. 11 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 3 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 and provides an update on the latest position:

Scheme	RAG at 30 June	Reason	RAG at 24 Sept	Updated Position
Parklands Primary	<b>RED</b>	Project complete. Significant defects being addressed. Final account with increased costs under review	<b>RED</b>	
Southwater Infants and Junior	<b>RED</b>	Tenders returned significantly over budget. F&G engaged to undertake cost evaluation and possible re-tender	<b>AMBER</b>	Updated business case to be brought forward to seek additional funding from Section 106
Woodlands Mead Design Stage	<b>RED</b>	WSCC is working through the best options to deal with Sports England requirements and construction access safety matter in respect of the neighbouring school, along with design considerations to deliver the project within budget. The construction start date is challenging and an update will be provided following further discussions with the school. Deliverability status to be reviewed following the work above.	<b>RED</b>	Further design works likely to be required, leading to a potential delay on completion. Further design fees will be required

Agenda Item 6  
Appendix A  
**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. 7 projects submitted highlight reports at the end of June. 4 of the schemes in delivery were rated green, indicating that the project is reporting to plan. 2 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. 1 project was rated as red, indicating that there is a significant issue with the project, requiring corrective action. The table below sets out the reason individual project/s were rated amber and red and provides an update on the latest position:

Scheme	RAG at 30 June	Reason	RAG at 24 Sept	Updated Position
Minor Asset Improvement	<b>AMBER</b>	Schools and corporate maintenance programmes prioritised. Minor Assets programme to be planned	<b>GREEN</b>	Works programmed
County Hall Car Parking	<b>RED</b>	Delay in implementation of Pay and Display machine pending Chichester District Council consideration of preferred system. No current planned completion date	<b>GREEN</b>	Specification agreed, machines ordered and awaiting installation
PropCo- Angel's Nursery, Barnham	<b>AMBER</b>	Capital design stage complete, decision to sell land taken. End of Project report required	<b>AMBER</b>	Final account expected in September

### Highways and Infrastructure

9. 21 projects submitted highlight reports at the end of June. 16 of the projects in delivery were rated green, indicating that the project is reporting to plan. 4 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 30 June	Reason	RAG at 24 Sept	Updated Position
A259 Corridor Improvements	<b>RED</b>	Latest cost estimate is substantially higher than approved budget.	<b>GREEN</b>	Key Decision to provide additional funding from Highways budgets and award Construction phase contract taken in August
A284 Lyminster Bypass	<b>AMBER</b>	Funding for additional scheme costs agreed in 2019/20 programme but uncertainty remains regarding target cost	<b>AMBER</b>	
A285 Road Safety	<b>AMBER</b>	Overspend against planned budget to be mitigated by transfer of funds from block allocations, subject to Change Request	<b>GREEN</b>	Change Request approved
Local Transport Improvements Programme	<b>AMBER</b>	Ongoing concerns regarding Mid Sussex approach to S106 funding. Projects progressing at risk. Approach to be agreed in August	<b>GREEN</b>	Approach agreed

Road Safety (Block)	<b>AMBER</b>	Two work streams on hold as potential source of funding to balance overspend on A285 Road Safety scheme. Projects to be reprofiled.	<b>GREEN</b>	Projects reprofiled
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### Leader

11. 6 projects submitted highlight reports at the end of June. 4 of the projects in delivery were rated green, indicating that the project is reporting to plan. 2 projects 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.

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

Scheme	RAG at 30 June	Reason	RAG at 24 Sept	Updated Position
Bognor Regis Creative Hub	<b>AMBER</b>	Delay in completion of the signed lease with Govia Thameslink and Network Rail	<b>GREEN</b>	Lease signed
Better Connected Broadband	<b>AMBER</b>	Completion delayed to July	<b>GREEN</b>	Delivery complete – awaiting issue of certification

### Safer, Stronger Communities

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

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<b>Performance and Finance Select Committee</b>
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<b>3 October 2019</b>
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<b>Property development arrangements – update on progress in procurement of a property development enterprise</b>
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<b>Report by Executive Director Resource Services</b>
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<b>Summary</b>
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Members have acknowledged the need to generate financial returns by maximising the income from land in order to invest in the County Council's essential services and considered that property development work should proceed. They have noted in PropCo Panel and Select Committee meetings that the Council does not have the appetite of private investors due to the potential risks involved or the in-house resources to act as sole developer. The approach recommended is a Joint Venture (JV) partnership with a commercial enterprise, operating in a strategic development agreement over multiple-sites, which aligns with the PropCo Policy FIN02(16/17).

At its meeting on 22 May 2019, the Committee considered the proposal of a long-term JV partnership between the Council and a commercial enterprise, to be selected. The objective of the JV would be to carry out speculative property development to maximise financial returns. Advantages include the stability of a long-term approach, standardisation and supply chain efficiencies. The Committee recognised the benefits of this in a JV partnership as set out in the proposal and support was indicated to commence the work outlined in the Cabinet Member Decision. In its support, the Committee noted that detailed information is to be provided by specialist consultants, before planned further Officer Key or Cabinet Member Decisions are taken. This work will enable completing the commercial arrangements and setting up a joint venture partnership, also on details of the land proposed to be re-developed.

The stage now being undertaken is selecting the specialist consultants by competition to advise the County Council, on the detailed further information around the specific arrangements needing to be put in place for the planned JV. This planned advice from specialist consultants would be viewed by the Committee, prior to the Officer Key Decision in December and cover the areas of:-

- The key contracting and company principles needed in a JV partnership agreement between the County Council and a commercial enterprise;
- Governance arrangements to be put in place for effectively operating a JV;
- Commentary on the sites suitable to be included in the JV arrangement and;
- Indication of all financial areas including tax and target cost/benefit outlines.

<b>The focus for scrutiny</b>
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The Committee is asked to consider this update to ensure it is satisfied with the progress being made on completing the competitive tender to select leading professional consultants, initially to address the areas of the further work sought

and carrying out high level due diligence on the land being considered. The work will result in a full report and inform the Officer Key Decision on the partnership arrangements and the sites expected in December 2019.

## **Proposal**

### **1. Background and Context**

- 1.1 The Council has proposed an approach towards strategic land development, which is targeted at generating economic benefits to support the wider community. This will involve the Council actively investing in and/or carrying out developments on land, being either surplus to operational needs or acquired to develop, to result in sales for profit for reinvestment in the Council and possibly arranging longer-term income opportunities.
- 1.2 Members have acknowledged the need to maximise the generation of financial returns from such opportunities in order to invest in the Council's essential services and indicated that the proposed property development work should proceed. In doing so they have also noted, in PropCo Panel and Select Committee meetings, that the Council does not have the appetite of private investors, due to the potential risks involved, as well as not having the in-house resources to act as a sole developer.
- 1.3 To enable the property development initiative for financial returns the principle of forming a joint venture partnership, in a commercial agreement with an established and experienced enterprise, was originally outlined as a potential option in the PropCo Policy FIN02(16/17) and now most recently supported by the Committee at its meeting on 22 May 2019.
- 1.4 In noting its support, the Committee requested that a further report be brought before the Committee at an appropriate time before the planned further Officer Key Decision is taken in December on completing the commercial arrangements and setting up the joint venture partnership.
- 1.5 The specific areas of the further information sought, which will be brought before the December Committee, were listed as:-
  - The key contracting and company principles needed in a JV partnership agreement between the County Council and a commercial enterprise;
  - Governance arrangements to be put in place for effectively operating a JV;
  - Commentary on short-term sites proposed suitable for development in the JV arrangement and;
  - Indication of all financial areas including tax and target cost/benefit outlines.
- 1.6 To enable obtaining expert advice needed on the information sought, competitive bids for professional services, from leading property consultants, were invited during August, for return by 9 September.



- 1.7 The position planned for the end of September 2019 is that the property expert consultant will be appointed to commence work in time to inform the Officer Key Decision proposed in December 2019.

## **2. Proposal**

- 2.1 Overall, the procurement of a joint venture partner is being conducted in two main stages:-

- Stage One; the competitive selection of leading professional consultants that will advise the Council on the proposed joint venture. The consultant's work will produce a report as the basis of the Officer Key Decision, which is planned to be taken in December, confirming the partnership arrangements in commercial and legal principles, governance, market strength, financial and tax implications and cost benefit. This information from the consultants will include recommendations on the most efficient procurement route to select the joint venture partner. The Officer Key Decision will also list the sites that are proposed to be included in the joint venture, including commentary from the professional consultants and an outline of value return estimates.
- Stage Two; after the Officer Key Decision planned for December is completed, work will commence in the formal tendering process, on an OJEU basis, for a joint venture partner. On completion of the tender, a final report, again from the appointed professional consultants, will confirm the recommended partner, the proposed commercial arrangements and include all legal and financial advice, the targeted returns from the list of initial sites proposed to be re-developed. The report will inform the proposed Cabinet Member Decision, following which it is proposed to commence the JV partnership.

- 2.2 The Committee should note that at this early stage there are variations in the overall period, needed to select a partnering enterprise, which are due to the range of OJEU alternatives available in the procurement route. Part of the consultant's initial reporting work will be in recommending the shortest and most appropriate route and from that an estimate of gateway stages with a timeline to completion will emerge. This will accompany the report for the December Officer Key Decision.

- 2.3 The progress at September is:-

- A formal tender has been completed to select the property skilled professional consultant and after a 'stand-still' period an award is anticipated week 23 September;
- A tender to select a specialist legal adviser is in progress to complete 2 October, early work planned will include advice on the principles needed to create a successful commercial partnership such as forming a Limited Liability Partnership (LLP) operated by the Council;

- Financial and tax advice will be sought through the legal and property advisers to ensure the specialist areas of this expertise in property and land transfer are incorporated in the recommendations and;
- A list of sites, some of which have already been declared surplus to requirement, is being considered by the Propco Panel ready for review by professional consultants.

### **3. Resources**

- 3.1 The 22 May 2019 Committee noted and supported the budget to work within £700k, which had been informed by professional guidance and the experience of other local authorities.
- 3.2 The Committee is asked to note that land held by the Council and proposed for re-development, therefore potentially suitable for the joint venture, has been targeted below in two criteria groups, the first suitable for starting within five years, then the second more likely to be within ten years. The latter group has longer availability and/or land likely to require promotion in local development plans towards planning achieving status. The mechanism for valuing any land, at the point of being developed in the joint venture, will be identified by the legal and property consultants and clearly set out in the partnership agreement. This will be specifically aimed at protecting the Council's financial and tax interests and to retain value for the Council when increases are gained from promotional work in planning. This will be part of the further information to be available in December.

#### **3.2.1 Short-term sites within 5 years**

Sites declared surplus to operational use and for disposal that are capable of starting development within a 1 to 5 years programme will be proposed to be named in the JV partner tender. All the sites will have been named in Cabinet Decisions as surplus to operational use and for disposal before being placed in the tender information. The planned developable area will be approximately 20 ha.

#### **3.2.2 Medium term sites within 10 years**

These may well require promotional work in local development plans and have an expected availability to commence early design work within 1 to 10 years, although any start on site works is likely to be after the short-term sites period. These sites might be named in location only, during the JV partner selection, to indicate scale of work planned as they do not have surplus declarations confirmed at present. The planned developable area will be approximately 15 - 20ha.

#### **3.2.3 For the Longer term**

During the short/medium-term periods further sites are expected to be proposed to be considered for re-development in the joint venture over the longer term period of 10 to 15 years, but not yet identified. For the purpose of scoping the size of a potential JV partner and length of partnership

agreement it is likely that the target development area will be similar to the preceding lots.

## **Factors taken into account**

### **4. Issues for consideration by the Select Committee**

- 4.1 The Committee should be aware of the progress to date in selecting consultants to work with the Council and of the planned further reporting on listed information outlined above in paragraph 1.5. This work is targeted at leading to the proposed Officer Key Decision in December 2019 to cover the recommended principles/governance arrangements/returns for the joint venture and details of early proposed sites. Completing the Officer Key Decision will enable formal tendering for selecting a joint venture partnering enterprise to commence early in 2020.

### **5. Consultation**

- 5.1 The PropCo Panel met on 5 September 2019 and noted its continued support for the planned programme up to the proposed Officer Key Decision in December 2019 and for the list of sites recommended.

### **6. Risk Implications and Mitigations**

- 6.1 A full list of risks and mitigations was appended to the report that the 22<sup>nd</sup> May Committee considered. Principal risks to the first stage of procurement are listed as:-

<b>Risk</b>	<b>Mitigating Action (in place or planned)</b>
Low standard of advice	National and leading consultants with demonstrable and established experience in property, legal, tax and finance, in specifically working with local authorities, on the procurement of joint venture partners will be selected
Programme uncertainty	The initial work required from the procurement stage consultants will be in carrying out a complete review and establish the shortest timing of the work needed to achieve all stages to completion, relative to OJEU procurement regulations
Budget	The work from consultants up to recommending a joint venture will be priced in competition and agreed overall to be within budget before commencing
Market erosion	No work will be recommended in a development until the overall business plan and site specific returns are considered positive by consultants' expertise – also noting that the commercial joint venture enterprise will be cautious in employing its own capital and exposing itself to risks affecting company gearing
Do nothing or sell land resulting delay and/or lost opportunity	Creating flexibility in exploring maximising returns, particularly in targeting wider avenues of returns that can be channelled to the Council's 'Revenue' budget, rather than just 'Capital' receipts and thereby provide long-term investment

	opportunities in essential services to secure the future of the Council
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## **7. Other Options Considered**

- 7.1 The proposed work being undertaken now is concerned with obtaining leading specialist advice up to the procurement of a joint venture partner that will link with the Council and provide the property development skills, strength in resources and the pace of a commercial enterprise on a list of larger sites. In any partnering arrangement progressed, the agreement will retain an ability for the Council to pursue alternatives on land, additional re-development ventures or to withdraw from the procurement or a partnering agreement if appropriate.

## **8. Equality Duty**

- 8.1 This is an interim up-dating report and the equality implications will be part of the work provided by the procurement consultants before final decisions are taken.

## **9. Social Value**

- 9.1 This is an interim up-dating report and identifying the social value benefits will be part of the work provided by the procurement consultants before final decisions are taken.

## **10. Crime and Disorder Implications**

- 10.1 No implications

## **11. Human Rights Implications**

- 11.1 No implications

### **Richard Ennis**

Executive Director Resource Services (Interim)

**Contact:** Malcolm Mayo malcolm.mayo@westsussex.gov.uk 07912 597198

## **Appendix one – Indication of target programme**

**Appendix One** – Indication of target programme (please note – timing is subject to advise from professional consultants and OJEU on shortest procedure)

Stages of work anticipated to procure a joint venture partnering enterprise	2019				2020				
	September	October	November	December	January	Jan-March	April-June	July-Sept	Oct-Dec
<b>Stage One</b>									
Complete mini-comp to select advising consultants									
Consultants commence work to report and advise on company structure, partnership agreement and land for development									
P&F Report and Officer Key Decision on commencing tender and land that could be offered to joint venture									
<b>Stage Two (OJEU time to be minimised)</b>									
Commence work on the OJEU tender to procure a commercial enterprise as JV partner									
Preparation of tender documents, issue OJEU notices and commence tender									
Tendering period (this will be confirmed by specialist advice)									
P&F Report and Cabinet Decision to accept tender and complete the partnership agreement									
Site selection confirmation, award process to partner and start-up of joint venture									

Subject to OJEU times

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# Forward Plan of Key Decisions

## Explanatory Note

The County Council must give at least 28 days' notice of all key decisions to be taken by members or officers. The Forward Plan includes all key decisions and the expected month for the decision to be taken over a four-month period. Decisions are categorised in the Forward Plan according to the [West Sussex Plan](#) priorities of:

- Best Start in Life
- A Prosperous Place
- A Safe, Strong and Sustainable Place
- Independence in Later Life
- A Council that Works for the Community

The Forward Plan is updated regularly and key decisions can be taken daily. Published decisions are available via this [link](#). The Forward Plan is available on the County Council's website [www.westsussex.gov.uk](http://www.westsussex.gov.uk) and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing.

**Key decisions** are those which:

- Involve expenditure or savings of £500,000 or more (except decisions in connection with treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

<b>Decision</b>	The title of the decision, a brief summary and proposed recommendation(s)
<b>Decision By</b>	Who will take the decision
<b>West Sussex Plan priority</b>	See above for the five priorities contained in the West Sussex Plan
<b>Date added to Forward Plan</b>	The date the proposed decision was added to the Forward Plan
<b>Decision Month</b>	The decision will be taken on any working day in the month stated
<b>Consultation/Representations</b>	Means of consultation/names of consultees and/or dates of Select Committee meetings and how to make representations on the decision and by when
<b>Background Documents</b>	What documents relating to the proposed decision are available (via links on the website version of the Forward Plan). Hard copies of background documents are available on request from the decision contact.
<b>Author</b>	The contact details of the decision report author
<b>Contact</b>	Who in Democratic Services you can contact about the entry

For questions about the Forward Plan contact Helena Cox on 033022 22533, email [helena.cox@westsussex.gov.uk](mailto:helena.cox@westsussex.gov.uk).

**Published: 12 September 2019**

## Forward Plan Summary

### Summary of all forthcoming executive decisions in West Sussex Plan priority order

Page No	Decision Maker	Subject Matter	Date
 <b>Best Start in Life</b>			
6	Cabinet Member for Education and Skills	Allocation of Funding for Investment in Site Security and Fencing Improvements in West Sussex Maintained Schools	September 2019
7	Interim Executive Director Resource Services	Award of Contract for the expansion works to Nyewood Junior School, Bognor Regis	September 2019
7	Interim Executive Director Resource Services	Award of Contract for the expansion of Shelley Primary School, Broadbridge Heath	September 2019
8	Cabinet Member for Children and Young People	Children's In-house Residential Service Strategy	September 2019
9	Cabinet Member for Children and Young People	Formation of a Regional Adoption Agency	September 2019
10	Cabinet Member for Education and Skills	Small Schools Assessment	September 2019
11	Interim Executive Director Resource Services	Southwater Infant and Junior Schools - Additional Funding Replacement Accommodation	September 2019
11	Cabinet Member for Finance and Resources, Cabinet Member for Education and Skills	Woodlands Mead College Site, Burgess Hill - Allocation of Funding for Project Delivery	September 2019
12	Cabinet Member for Education and Skills	Expansion of Manor Green Primary School, Crawley	October 2019
13	Interim Executive Director Resource Services	Award of Contract for the expansion of Manor Green Primary School, Crawley	October 2019
14	Cabinet Member for Education and Skills	Replacement All Weather Pitch at The Weald Community School, Billingshurst	October 2019
15	Cabinet Member for Education and Skills	SEND and Inclusion Strategy 2019-2024	October 2019
16	Cabinet Member for Children and Young People	Adoption of the West Sussex Children First Strategy	November 2019



17	Cabinet Member for Education and Skills	Provision of new school hall at Thorney Island Primary School	November 2019
17	Director of Highways, Transport and Planning	A2300 Corridor Improvements - submission of full business case and award of construction contract(s)	September 2019
18	Cabinet Member for Highways and Infrastructure	Framework for managing planned events on West Sussex highways	September 2019
19	Cabinet Member for Highways and Infrastructure	A27 Arundel Bypass: response to a further consultation by Highways England	October 2019
20	Director of Highways, Transport and Planning	A29 Realignment Scheme - award of design contract	October 2019
21	Director of Highways, Transport and Planning	Award of Contracts for Highway Maintenance Services	November 2019
21	Director of Highways, Transport and Planning	Concessionary Travel Scheme - award of bus pass manufacture and administration contract	November 2019
22	Executive Director Place Services	Worthing Public Realm Works - Adur and Worthing Growth Programme	November 2019
24	Executive Director Place Services	Eastern Gateway, Crawley Growth Programme- Award of Build Contract	December 2019
24	Director of Public Health	Award of Integrated Sexual Health Services Contract	September 2019
25	Cabinet Member for Adults and Health	Commissioning of Local Healthwatch and Independent Complaints Advocacy Service	September 2019
26	Cabinet Member for Adults and Health	Extension of Commissioned Social Support Services Contracts for one year	September 2019
27	Cabinet Member for Adults and Health	Procurement of Public Health Services	September 2019
28	Cabinet Member for Environment	Shoreham Harbour Joint Area Action Plan	September 2019
29	Cabinet Member for Environment	Soft Sand Review - Proposed Submission Draft	September 2019
30	Cabinet Member for Environment	Limit use of Household Waste Recycling Sites to West Sussex residents	October 2019
31	Cabinet Member for Adults and Health	Specialist Community Advocacy Services	October 2019
32	Executive Director	Worthing Community Hub Award of Contract	October

## Agenda Item 9

	Place Services		2019
32	Cabinet Member for Environment	Electric Vehicle Strategy	December 2019
33	Cabinet Member for Adults and Health	Development of an Extra Care Housing Scheme in East Grinstead	September 2019
34	Director of Adults' Services	Award of Contract for In House Adult Social Care Programme (Part A (Judith Adams & Chestnuts Renovation))	October 2019
35	Cabinet Member for Adults and Health	Commissioning of Care and Support at Home	November 2019
36	Cabinet Member for Finance and Resources	Review of Property Holdings (Rolling Entry)	Between April 2019 and March 2020
37	Cabinet Member for Finance and Resources, Leader	Total Performance Monitor (Rolling Entry)	Between April 2019 and March 2020
38	Cabinet Member for Corporate Relations	Procurement "Soft" Facilities Management Services Contract	September 2019
39	Executive Director Place Services	Appointment of design team - Horsham Blue-light Centre	September 2019
39	Director of Environment and Public Protection	Award of Contract: Procurement of water, wastewater and ancillary services	September 2019
40	Cabinet Member for Corporate Relations	Endorsement of bids to Coast to Capital LEP: West Sussex Full Fibre Programme	September 2019
41	Cabinet Member for Finance and Resources, Cabinet Member for Corporate Relations	Procurement of a Business Management Solution	September 2019
42	Executive Director Place Services	Award of Contract for Self Service Library Kiosks	November 2019
43	Cabinet Member for Education and Skills	Creation of Additional Special Support Centres in Schools - Phases 2 and 3	November 2019
43	Cabinet Member for Education and Skills	Reduction in the Post-16 Support Service	November 2019
44	Cabinet Member for Fire and Rescue and Communities	Review of Library Offer	November 2019
45	Cabinet Member for Adults and Health	Local Assistance Network (LAN)	November 2019

46	Cabinet Member for Adults and Health	Review of In-house Residential Care	November 2019
47	Cabinet Member for Environment	Household Waste Recycling Sites - mobile service and charging for DIY waste	November 2019
48	Cabinet Member for Environment	Reduction in Funding for Recycling Credits	November 2019
49	Cabinet Member for Finance and Resources	Review of Fees and Charges	November 2019

## Best Start in Life

### Cabinet Member for Education and Skills

Allocation of Funding for Investment in Site Security and Fencing Improvements in West Sussex Maintained Schools	
<p>The County Council has 284 school sites making up 29% of the total Council estate. Current funding available in the Capital Programme for schools is solely for the purposes of Basic Need (increasing school places) and Capital Maintenance (condition issues).</p> <p>Following distribution of the County Council School Lockdown Policy, which provides guidance on managing the safety of staff and pupils during a potential incident, and as a result of individual school risk assessments, a number of schools have requested exceptional support with funding improvements to school sites which directly link with ensuring the safeguarding of the children in their care. These requests mainly relate to the need for improved boundary fencing to secure the school site. Current funding devolved to schools direct, i.e. Devolved Formula Capital Grant is not proving sufficient to fully fund these works.</p> <p>The Capital Maintenance budget for the 2019/20 year is fully committed, therefore a specific capital allocation is sought to enable improvements to be carried out at a number of school sites to minimise the risk to pupils and staff of intruders and/or to ensure the site is sufficiently secure to ensure our most vulnerable pupils are safe and secure whilst on site.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of £619,000 for funding these works to be financed from future years' Schools Capital Maintenance budgets.</p>	
<b>Decision By</b>	Mr Burrett - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	11 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	<p>Schools</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Leigh Hunnikin Tel: 033 022 23051
<b>Contact</b>	Wendy Saunders - Tel - 033 022 22553

**Interim Executive Director Resource Services****Award of Contract for the expansion works to Nyewood Junior School, Bognor Regis**

Due to growing demand for school places, an expansion project was undertaken at Nyewood Junior School in 2015 to increase the published admission number from 75 to 90 places per year. A new school hall is required to complete the expansion. The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the project to proceed and to delegate authority to the Executive Director of Place Services to award the contract for the works.

Following receipt of this approval from the Cabinet Member, the Executive Director of Place Services will be asked to award the construction contract for the new hall for Nyewood Junior School.

<b>Decision By</b>	Richard Ennis - Interim Executive Director Resource Services
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	14 December 2018
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Executive Director of Place Services, via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Philippa Hind Tel: 033 022 23041
<b>Contact</b>	Wendy Saunders - 033 022 22553

**Interim Executive Director Resource Services****Award of Contract for the expansion of Shelley Primary School, Broadbridge Heath**

Due to growing demand for school places there is a need to expand Shelley Primary School to accommodate additional pupils. The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable the expansion to proceed and to delegate authority to the Executive Director of Place Services to award the contract for the works.

Following receipt of this approval from the Cabinet Member, the Executive Director of Place Services will be asked to award the construction contract to expand Shelley Primary School.

<b>Decision By</b>	Richard Ennis - Interim Executive Director Resource Services
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## Agenda Item 9

<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	14 December 2018
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Executive Director of Place Services via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Philippa Hind Tel: 033 022 23041
<b>Contact</b>	Wendy Saunders - 033 022 22553

### Cabinet Member for Children and Young People

<b>Children's In-house Residential Service Strategy</b>	
<p>The County Council is reviewing its requirements for the provision of residential care services for children, including children looked after and those in need of support.</p> <p>In autumn 2018, three of the County Council's in-house residential care establishments were taken out of service in response to concerns about the quality of services available from them. The remaining establishments continue to provide a good service. They are not sufficient to meet service needs.</p> <p>The review is identifying the overall needs of children for whom the County Council is expecting to provide support and to consider what form of residential support best meets those needs and the outcomes the County Council seeks for children and young people. Initial proposals have been endorsed but these require further work on feasibility, design and investment. This work is underway based on an initial draft strategy. Proposals for the three closed homes are prioritised as the first phase (to December 2019) of the overall plan for the service, with the three open homes to be focused on in the second phase (July 2020 to July 2021).</p> <p>The strategy will propose a strategic framework and service model which seek to ensure that outcomes for vulnerable children are maximised and that long-term care costs are minimised. It will support the most vulnerable children in the county by keeping them close to home and providing services designed to support both them and their families.</p> <p>The Cabinet Member for Children and Young People will be asked to approve the residential care strategy and endorse the implementation plan and investment required as part of the overall improvement journey for Children's Services.</p>	
<b>Decision By</b>	Mr Marshall - Cabinet Member for Children and Young People
<b>West Sussex Plan</b>	Best Start in Life

<b>priority</b>	
<b>Date added to Forward Plan</b>	1 August 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	Children and Young People's Services Select Committee (to be considered by the Committee's Business Planning Group)  Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Catherine Galvin Tel: 033 022 24869
<b>Contact</b>	Wendy Saunders Tel: 0330 222 2553

### Cabinet Member for Children and Young People

<b>Formation of a Regional Adoption Agency</b>	
<p>Following the Government Paper in 2016- Adoption- A Vision for Change, all Local Authority Adoption Agencies are required to form Regional Adoption Agencies (RAA) to assist in increasing the number of children placed locally and improve outcomes for children.</p> <p>In order to work towards establishing a RAA for the Sussex and Surrey area, West Sussex County Council, East Sussex County Council, Surrey County Council and Brighton &amp; Hove City Council have been working together under an informal arrangement - Adoption South East (ASE) since June 2016. This arrangement now requires formalising to meet the Government's expectation that all local authorities become part of a RAA by 2020.</p> <p>The Cabinet Member for Children and Young People will be asked to agree that the County Council forms a Regional Adoption Agency with East Sussex County Council, Surrey County Council and Brighton and Hove City Council, to be operational from April 2020</p>	
<b>Decision By</b>	Mr Marshall - Cabinet Member for Children and Young People
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	1 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	Staff Children and Young People's Services Select Committee

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	Representations concerning this proposed decision can be made to the Cabinet Member via the officer contact, by the beginning of the month in which the decision is due to be taken
<b>Background Documents</b> (via website)	None
<b>Author</b>	Wendy Wood Tel: 033 022 25340
<b>Contact</b>	Wendy Saunders - 033 022 22553

### Cabinet Member for Education and Skills

<b>Small Schools Assessment</b>	
<p>The West Sussex County Council School Effectiveness Strategy 2018-22 sets out the need for a diverse supply of strong schools across the county. It highlights that, where schools are identified as being at risk, in terms of their viability for optimum quality of provision, options for change need to be considered.</p> <p>A high level impact assessment is being undertaken to ascertain whether any schools may reasonably be considered to be at risk in relation to factors which represent indicators for viability and meet the case for consideration for change, namely federation, merger, relocation or closure, when assessed against the Department for Education statutory guidance.</p> <p>The Cabinet Member for Education and Skills will be asked to consider the outcome of this assessment work and determine the next steps, including engagement and undertaking consultation should specific proposals emerge that may lead to change at the following schools:-</p> <ul style="list-style-type: none"> <li>• Clapham and Patching CE Primary School, Clapham, Worthing</li> <li>• Compton and Upmarden CE School, Compton, Chichester</li> <li>• Rumboldswyke CE Infants School, Chichester</li> <li>• Stedham Primary School, Stedham, Midhurst</li> <li>• Warninglid Primary School, Warninglid, Haywards Heath</li> </ul>	
<b>Decision By</b>	Mr Burrett - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	11 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	<p>Schools Governing Bodies Diocese of Chichester Education Parents and Carers Children and Young People's Services Select Committee – 11 September 2019</p> <p>Representations concerning this proposed decision can be made</p>



	to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Graham Olway Tel: 033 022 223029
<b>Contact</b>	Wendy Saunders - Tel - 033 022 22553

### Interim Executive Director Resource Services

<b>Southwater Infant and Junior Schools - Additional Funding Replacement Accommodation</b>	
<p>In June 2018 the Cabinet Member for Education and Skills gave authority to commence a procurement to replace the modular teaching accommodation at Southwater Infant and Junior Schools to ensure the schools can continue to accommodate the demand for pupil places in the locality (decision reference <a href="#">ES03 (18/19)</a>).</p> <p>Following full design which included submission and receipt of planning permission, detailed costings have now been sought which exceed the budget available.</p> <p>Following a detailed review of options, the Executive Director Resource Services will be asked to approve an increase in budget, funded from received Section 106 contributions, to allow the project to progress.</p>	
<b>Decision By</b>	Richard Ennis - Interim Executive Director Resource Services
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	7 August 2019
<b>Decision Month</b>	September 2019
<b>Consultation/Representations</b>	Cabinet Member for Finance and Resources Representation can be made via the officer contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Carol Bruce Tel: 033 022 23055
<b>Contact</b>	Suzannah Hill Tel. 033 022 22551

### Cabinet Member for Finance and Resources, Cabinet Member for Education and Skills

<b>Woodlands Mead College Site, Burgess Hill - Allocation of Funding for Project Delivery</b>
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Woodlands Meed is a Special School and College for 2-19 year olds located in Burgess Hill. The existing accommodation at the College site has significant suitability and condition issues meaning the College is unable to offer the full curriculum and unable to accommodate the full range of Special Educational Needs.

In order to address this, in February 2019 the Cabinet Member for Education and Skills took a decision (ES18 (18/19)) to approve the allocation of £0.5m from the Capital Programme to enable a costed design to be produced for rebuilding and expanding Woodlands Meed College on its current site. This has involved the appointment of a full design team through the County Council's Multi-Disciplinary Consultant to undertake the design work required to develop the feasibility design into a formal proposal enabling costs to be sought for all elements of the proposal.

The Cabinet Member for Education and Skills will be asked to agree the allocation of funds from the Capital Programme to enable the rebuilding and expansion project at Woodlands Meed to proceed.

<b>Decision By</b>	Mr Hunt, Mr Burrett - Cabinet Member for Finance and Resources, Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in LIfe
<b>Date added to Forward Plan</b>	1 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	School Cabinet Member for Finance and Resources  Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	Cabinet Member Decision ES18(18/19)
<b>Author</b>	Leigh Hunnikin Tel: 033 022 23051
<b>Contact</b>	Wendy Saunders - 033 022 22553

### Cabinet Member for Education and Skills

<b>Expansion of Manor Green Primary School, Crawley</b>
<p>The Special Educational Needs and Disability (SEND) Strategy 2016-2019 aims to provide high quality local education provision for children and young people with SEND and optimise value for money from the High Needs Block of the Dedicated Schools Grant. As part of the development of the SEND Strategy, the County Council has identified an increased demand for extra provision to meet two specific areas of SEND - Autistic Spectrum Condition and Social, Emotional and Mental Health.</p> <p>Following a review of current provision and anticipated future need, in early January</p>

2019 the Cabinet Member for Education and Skills agreed a statutory notice to increase space at Manor Green Primary School in Crawley ([Decision reference ES16 \(18/19\)](#)). The school caters for a wide-range of Special Educational Needs, particularly for children with moderate and severe learning difficulties, complex social and communication difficulties or those who have been identified as having an Autistic Spectrum Condition. The increase in space would enable the school to increase planned places by 36 from 164 to 200.

To accommodate the additional pupils two further classrooms will need to be built. The feasibility work for the project has now been completed. Following detailed design and a competitive tendering exercise the Cabinet Member will be asked to approve the allocation of the funds required to enable the project to proceed.

<b>Decision By</b>	Mr Burrett - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	5 July 2019
<b>Decision Month</b>	October 2019
<b>Consultation/ Representations</b>	School, parents and local residents, Borough Council. Cabinet Member for Finance and Resources.  Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the author or officer contact, by the beginning of the month in which the decision is due to be taken
<b>Background Documents</b> (via website)	Cabinet Member Decision Report
<b>Author</b>	Leigh Hunnikin Tel: 033 022 23051
<b>Contact</b>	Wendy Saunders - 033 022 22553

### Interim Executive Director Resource Services

#### **Award of Contract for the expansion of Manor Green Primary School, Crawley**

Following a review of current provision and anticipated future need, in early January 2019 the Cabinet Member for Education and Skills agreed a statutory notice to increase space at Manor Green Primary School in Crawley ([Decision reference ES16 \(18/19\)](#)). The school caters for a wide-range of Special Educational Needs, particularly for children with moderate and severe learning difficulties, complex social and communication difficulties or those who have been identified as having an Autistic Spectrum Condition. The increase in space would enable the school to increase planned places by 36 from 164 to 200.

To accommodate the additional pupils two further classrooms will need to be built. The Cabinet Member for Education and Skills will be asked to approve the allocation of funds required to enable this project to proceed and to delegate authority to the Executive Director Resource Services to award the contract for the works.

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Following receipt of this approval from the Cabinet Member, the Executive Director Resource Services will be asked to award the construction contract to expand Manor Green Primary School.	
<b>Decision By</b>	Richard Ennis - Interim Executive Director Resource Services
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	October 2019
<b>Consultation/ Representations</b>	School  Representations concerning this proposed decision can be made to the Interim Executive Director Resource Services via the author or officer contact, by the beginning of the month in which the decision is due to be taken
<b>Background Documents</b> (via website)	None
<b>Author</b>	Carol Bruce Tel: 033 022 23055
<b>Contact</b>	Wendy Saunders - Tel: 033 022 22553

### Cabinet Member for Education and Skills

<b>Replacement All Weather Pitch at The Weald Community School, Billingshurst</b>	
<p>The County Council has a statutory duty to provide sufficient primary and secondary school places for all children who need a place. As part of the secondary school curriculum, Physical Education is a core subject, and suitable provision is required to ensure a wide range of sport can be offered to ensure children are given the Best Start In Life.</p> <p>The Weald Community School, Billingshurst, has an All Weather Pitch facility which is in a deteriorating condition and is now at the end of its life. The pitch requires replacement to ensure continued provision for sport.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from Section 106 contributions to undertake a project to replace the All Weather Pitch at The Weald Community School thereby ensuring ongoing sports provision to meet the needs of the secondary school curriculum.</p>	
<b>Decision By</b>	Mr Burrett - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	21 August 2019

<b>Decision Month</b>	October 2019
<b>Consultation/Representations</b>	School Cabinet Member for Finance and Resources  Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Leigh Hunnikin Tel: 033 022 23051
<b>Contact</b>	Wendy Saunders - Tel: 033 022 22553

### Cabinet Member for Education and Skills

<b>SEND and Inclusion Strategy 2019-2024</b>	
<p>West Sussex County Council has been developing a new Strategy to support the inclusion of all children and young people, particularly those with Special Educational Needs and Disabilities (SEND). This Strategy builds on the County Council's current SEND Strategy for 2016-2019 and the outcomes of the 2018 Ofsted/CQC SEND Local Area Inspection.</p> <p>The new SEND and Inclusion Strategy for West Sussex 2019-2024 has been co-produced with key stakeholders including education representatives, parents and carers. The draft Strategy has been the subject of public consultation to seek feedback on the proposed vision, priorities and activities by which the Council will shape its work and decisions in relation to SEND over the next five years, and to inform the development of the new Strategy.</p> <p>The Cabinet Member for Education and Skills will be asked to consider the outcome of the consultation and approve the Strategy and Implementation Plan for publication.</p>	
<b>Decision By</b>	Mr Burrett - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	11 July 2019
<b>Decision Month</b>	October 2019
<b>Consultation/Representations</b>	Early Years Providers Schools Further Education Colleges Parents and Carers Health representatives Social care representatives Cabinet Member for Children and Young People Children and Young People's Services Select Committee – 11

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	<p>September 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Helen Johns Tel: 07715 616560
<b>Contact</b>	Wendy Saunders - Tel: 033 022 22553

### Cabinet Member for Children and Young People

<b>Adoption of the West Sussex Children First Strategy</b>	
<p>In collaboration with partners across West Sussex the County Council is developing a West Sussex Children First Strategy. The strategy will set out the direction and commitment for how partners in West Sussex will deliver a shared vision for children and young people placing children at the heart of all we do.</p> <p>It will be a single over-arching strategy based on the West Sussex Plan, the Health and well-Being Strategy and Children's Services Practice Improvement Plan for Social Care as well as other key strategies where outcomes for children, young people and their families will be improved. It will set out how West Sussex will be a great place for children and young people, where all, including those who are vulnerable or disadvantaged, have the best possible start in life and are supported by the whole community to succeed.</p> <p>The Cabinet Member for Children and Young People will be asked to approve the adoption of the West Sussex Children First Strategy.</p>	
<b>Decision By</b>	Mr Marshall - Cabinet Member for Children and Young People
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	27 August 2019
<b>Decision Month</b>	November 2019
<b>Consultation/Representations</b>	<p>Internal (County Council) and external partners including Health and Well-being Board; Local Safeguarding Partnership; Community Safety; Schools (primary and secondary) Health; Police; Children and Young People; District and Borough Councils.</p> <p>Children and Young People's Services Select Committee – 23 October 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Children and Young People via the officer contact, by the beginning of the month in which the decision is due to be taken</p>

<b>Background Documents</b> (via website)	None
<b>Author</b>	Ann Marie Dodds Tel: 033 022 29331
<b>Contact</b>	Wendy Saunders - Tel: 033 022 22553

### Cabinet Member for Education and Skills

<b>Provision of new school hall at Thorney Island Primary School</b>	
<p>The County Council has a statutory duty to provide sufficient school places for all children who need a place. Over recent years there has been an increase in pupil numbers at Thorney Island Primary School and an enlarged school hall is now required to provide sufficient and suitable accommodation for the additional children.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the allocation of capital funding from the Basic Need Capital Programme to enable the project to proceed.</p>	
<b>Decision By</b>	Mr Burrett - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	21 August 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	<p>School Cabinet Member for Finance and Resources</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Education and Skills via the officer contact, by the beginning of the month in which the decision is due to be taken</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Leigh Hunnikin Tel: 033 022 23051
<b>Contact</b>	Wendy Saunders - Tel: 033 022 22553

## A Prosperous Place

### Director of Highways, Transport and Planning

**A2300 Corridor Improvements - submission of full business case and award of construction contract(s)**

The Department for Transport (DfT) has allocated, in principle, £17m of Local Growth Fund (LGF) to support the delivery of the A2300 corridor improvements scheme, subject to submission and approval of a full business case. Following the submission of an outline business case by the County Council in June 2018, £1.70m of the LGF was provided by the DfT to assist with the design and development of the full business case.

In June 2019, the Cabinet Member for Highways and Infrastructure [delegated authority](#) to the Director of Highways, Transport and Planning to submit the full business case and to award the construction contract to the selected contractor.

The Director of Highways, Transport and Planning will be asked to submit the full business case and, following approval of the full business case by the DfT, to award the construction contracts to the selected contractor.

<b>Decision By</b>	Matt Davey - Director of Highways, Transport and Planning
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	18 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	Public engagement was undertaken in autumn 2018.  Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Hiong Ching Hii Tel: 033 022 22636
<b>Contact</b>	Judith Shore Tel: 033 022 26052

### Cabinet Member for Highways and Infrastructure

<b>Framework for managing planned events on West Sussex highways</b>	
<p>During the past few years West Sussex has seen an increase in events taking place on the highway across the county. In order to realise the benefits from such events, the impacts on the community must be adequately considered and mitigated.</p> <p>A framework for co-ordinating and approving events on West Sussex highways has been developed and sets out a clear timeline and process for the approval of road closures to ensure it is consultative and transparent, whilst balancing the impacts versus the benefits. It also sets out expectations in relation to how partners and event organisers communicate and co-ordinate to minimise any impact attributed to events.</p>	
<b>Decision By</b>	Mr Elkins - Cabinet Member for Highways and Infrastructure
<b>West Sussex Plan priority</b>	A Prosperous Place



<b>Date added to Forward Plan</b>	16 May 2019
<b>Decision Month</b>	September 2019
<b>Consultation/Representations</b>	<p>Consultation with the District and Borough councils in West Sussex, emergency service providers and internal West Sussex County Council stake holders. Environment, Communities and Fire Select Committee on 20 June 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Jeff Elliot Tel: 033 022 25973
<b>Contact</b>	Judith Shore Tel: 033 022 26052

### **Cabinet Member for Highways and Infrastructure**

<b>A27 Arundel Bypass: response to a further consultation by Highways England</b>	
<p>The A27 Arundel Bypass has been included in the Government's Roads Investment Strategy (2015-20). In late summer 2019, Highways England will be undertaking a further non-statutory consultation on options for providing an A27 bypass at Arundel to meet the Government's aspirations. This further consultation will supersede the 2017 consultation on options and is taking place as further surveys and technical work have resulted in substantive changes to the options. The Cabinet Member for Highways and Infrastructure will be recommended to approve the County Council's response to the consultation.</p>	
<b>Decision By</b>	Mr Elkins - Cabinet Member for Highways and Infrastructure
<b>West Sussex Plan priority</b>	A prosperous place
<b>Date added to Forward Plan</b>	14 August 2019
<b>Decision Month</b>	October 2019
<b>Consultation/Representations</b>	<p>Environment, Communities and Fire Select Committee on 21 October 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None

<b>Author</b>	Darryl Hemmings Tel: 033 022 26437
<b>Contact</b>	Judith Shore 033 022 226052

**Director of Highways, Transport and Planning**

<b>A29 Realignment Scheme - award of design contract</b>	
<p>The proposed A29 Realignment Scheme will deliver a 4.34km road to the east of Eastergate, Westergate and Woodgate villages. The new road alignment will provide the highway infrastructure needed to support the planned strategic development of the area by providing access to land for residential and commercial development. The new road will also alleviate traffic congestion along the existing A29, notably at the Woodgate level crossing which causes delays on to a key access route into Bognor Regis.</p> <p>Subject to the approval of the Transport Business Case by the Coast to Capital Local Enterprise Partnership (C2CLEP), the County Council will enter into a Funding Agreement with the C2CLEP for the entire scheme, which will be delivered in at least two phases. This decision relates to phase one between the A29, Fontwell Avenue and the B2233, Barnham Road.</p> <p>In February 2019, the Cabinet Member for Highways and Infrastructure <a href="#">delegated authority</a> to the Director of Highways and Transport to tender, procure and award the services of design and build and contract administration from the approved list of contractors on the Highways and Transport Frameworks.</p> <p>Following the competitive tender exercise, the Director of Highways, Transport and Planning will be asked to award the design and build and contract administration contract to the selected contractor.</p>	
<b>Decision By</b>	Matt Davey - Director of Highways, Transport and Planning
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	18 July 2019
<b>Decision Month</b>	October 2019
<b>Consultation/Representations</b>	<p>Public consultation took place between 26 February – 26 April 2019</p> <p>Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Elaine Martin Tel: 033 022 24105
<b>Contact</b>	Judith Shore Tel: 033 022 26052

**Director of Highways, Transport and Planning**

<b>Award of Contracts for Highway Maintenance Services</b>	
<p>Highways maintenance services contracts are used to deliver a range of statutory highways maintenance services.</p> <p>In January 2019, the Cabinet Member for Highways and Infrastructure approved the commencement of a procurement process for a new Highways Maintenance Term Contract or set of contracts and <a href="#">delegated authority</a> to the Director of Highways and Transport to finalise the terms of and award the Highway Maintenance Term Contract, or set of contracts at the conclusion of the procurement process.</p> <p>The Director of Highways, Transport and Planning will be asked to award contracts for:</p> <ol style="list-style-type: none"> <li>1.Highway maintenance services contract - core services</li> <li>2.Drainage cleansing maintenance contract</li> <li>3.Hedge and grass maintenance contract</li> <li>4.Carriageway and footways resurfacing</li> <li>5.Carriageway surface dressing and carriageway and footway treatments</li> <li>6.Infrastructure improvements – planned works</li> </ol>	
<b>Decision By</b>	Matt Davey - Director of Highways, Transport and Planning
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	12 September 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	<p>Environment, Communities and Fire Select Committee – 7 November 2019</p> <p>Cabinet Member for Highways and Infrastructure</p> <p>Executive Director Place Services</p> <p>Director of Finance and Support Services</p> <p>Director of Law and Assurance</p> <p>Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Peter Smith Tel: 033 022 25356
<b>Contact</b>	Judith Shore 033 022 26052

**Director of Highways, Transport and Planning**

<b>Concessionary Travel Scheme - award of bus pass manufacture and administration contract</b>
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The Council has a statutory responsibility as a Travel Concession Authority to administer a Concessionary Travel Scheme that provides free bus travel to eligible older and disabled persons.

The West Midlands Combined Authority (WMCA), which comprises 18 local authorities and four Local Enterprise Partnerships, has awarded Smartcard framework agreements following an extensive European procurement. The benefits include:

- Competitive dialogue has allowed WMCA to select the best service
- Local Authority partners don't need to undertake their own procurement
- Economies of scale due to a shared service
- Option for a long-term arrangement
- Easy and cost-effective upgrade options built in

The Director for Highways, Transport and Planning will be asked to approve the direct award of a bus pass manufacture and administration services contract under the West Midlands Combined Authority Framework.

<b>Decision By</b>	- Director of Highways, Transport and Planning
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	2 September 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	Cabinet Member for Highways and Infrastructure Director of Law and Assurance Director of Finance and Support Services  Representations concerning this proposed decision can be made to the Director of Highways, Transport and Planning, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Nicholas Thomas Tel: 033 022 26718
<b>Contact</b>	Judith Shore Tel: 033 022 26052

#### Executive Director Place Services

<b>Worthing Public Realm Works - Adur and Worthing Growth Programme</b>
The approved Adur and Worthing Growth Programme identified public realm improvements in Worthing town centre to support the development of the regeneration sites and the town's future economy. A £12m programme of 8 public realm schemes between the station and the seafront was identified. West Sussex County Council (WSCC) committed £5m of growth funding to deliver the first phases of the programme. Worthing Borough Council (WBC) are committing to fund the remainder of the schemes through CIL, s106 contributions and direct developer contributions.

Portland Road was identified as the first phase with South Street following on later. Following the working up of the preliminary designs for Portland Road the detailed costs to deliver the scheme rose from the initial options appraisal estimate of £1m to £2.7m. This was based on extensive public consultation and work with the Worthing Town Centre Improvements Project Board. Portland Road is still deliverable within the WSCC committed growth funding, but the increased cost of Portland Road had an implication on the phasing of the public realm package and what the WSCC capital can deliver within this.

Following a public realm board meeting on 6th June it was decided that the initial South Street preliminary design work should be paused, with the exception of the completion of a bus operational study, and pushed back to later in the phasing plan when CIL money will become available. The remaining preliminary design funds were instead diverted to complete the detailed design work for Portland Road to get it ready for contract tender and procurement and delivery.

The remaining capital allocated to the public realm programme will allow WSCC to bring forward the Railway Approach scheme in the public realm package phasing plan and deliver it (estimated at £1.3m to deliver) instead of South Street (estimated at £4m to deliver).

Railway Approach is a pivotal scheme in the public realm package outside of Worthing Station. It will improve the accessibility of the station and links through to the town centre enhancing the resident and visitor experience of Worthing and help to provide a greater sense of place on arrival.

WBC committed to forward fund part of the design costs for Railway Approach so that design work could start immediately.

The Executive Director of Place Services will be asked to give authority to proceed with the procurement for delivery of the Portland Road public realm scheme and to proceed with the design of the Railway Approach public realm scheme.

<b>Decision By</b>	Lee Harris - Executive Director Place Services
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	13 May 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	Local Business Design Workshop Sep 2018, Stakeholder workshop Oct 2018, Public Exhibitions and consultation January - February 2019  Representation concerning the proposed decision can be made to the Executive Director of Place Services via the author or service contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Patrick Griffin Tel: 03302224562

<b>Contact</b>	Monique Smart Tel: 033 022 22540
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**Executive Director Place Services**

<b>Eastern Gateway, Crawley Growth Programme- Award of Build Contract</b>	
<p>In August 2017 the Leader approved the Crawley Growth Programme (ref report: <a href="#">LDR04 (17.18)</a>) and following approval of the business case by the West Sussex Local Enterprise Partnership, delegated authority to the Executive Director Economy, Infrastructure and Environment (now Director of Place Services) to progress the projects. In February 2019, the Executive Director, Economy, Infrastructure and Environment approved the commencement of the tender process to secure a design and build Contractor through the WSCC Highways Design and Build framework. In July 2019 The Executive Director Place Services approved the award of the design contract (stage 1) <a href="#">OKD12 (19/20)</a> for the Crawley Eastern Gateway project to Volker Fitzpatrick Limited.</p> <p>The Executive Director Place Services will now be asked to approve the build contract through the WSCC highways framework.</p>	
<b>Decision By</b>	Lee Harris - Executive Director Place Services
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	12 September 2019
<b>Decision Month</b>	December 2019
<b>Consultation/ Representations</b>	<p>A full engagement exercise took place in June/July 2018.</p> <p>Representations concerning this proposed decision can be made to the Executive Director of Place Services via the author or officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Marie Ovenden Tel: 033 022 23854
<b>Contact</b>	Monique Smart Tel: 033022 22540

## A Strong, Safe and Sustainable Place

**Director of Public Health**

<b>Award of Integrated Sexual Health Services Contract</b>
<p>In May 2019, the Cabinet Member for Adults and health approved the commencement of a joint procurement process, with NHS England, to secure the provision of Integrated Sexual Health and HIV Treatment Services in West Sussex (Cabinet Member decision</p>

reference AH03 19/20).

The total value of the contract to the County Council for the integrated sexual health service , funded through the public health grant, is approximately £21.5m for five (5) years (including an extension period ). HIV services are fully funded by NHS England.

Once the procurement process is complete, which is compliant with West Sussex Standing Orders and European Union Procurement Directives, the Director of Public Health will be asked to approve the award of the Contract for the provision of Integrated Sexual Health and HIV Treatment services to the successful bidder.

<b>Decision By</b>	Anna Raleigh - Director of Public Health
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	Initial scrutiny and consultation was undertaken by the Health & Adult Social Care Select Committee on 30 November 2018.  Representations should be made to the Director of Public Health at County Hall, Chichester by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	Procurement of Integrated Sexual Health Services AH03 19/20
<b>Author</b>	Moira Jones Tel: 033 022 28694, Paul Woodcock Tel: 033 022 28701
<b>Contact</b>	Erica Keegan 0330 222 6050

#### **Cabinet Member for Adults and Health**

##### **Commissioning of Local Healthwatch and Independent Complaints Advocacy Service**

The Local Healthwatch (LHW) service is the local 'Consumer Champion' for all NHS and Social Care services and is supported by the national body, Healthwatch England (HWE) part of the Care Quality Commission (CQC). The service's purpose is to understand the needs, experiences and concerns of people who use health and social care services and to speak out on their behalf. Local authorities have a duty under the Local Government and Public Involvement in Health Act (2012) to ensure that an effective local Healthwatch and Independent Complaints Advocacy service is operating in their area delivering the activities set out in the legislation.

The Independent NHS Complaints Advocacy Service (IHCAS) is a client-centred, flexible service which supports anyone who wishes to resolve a complaint about healthcare commissioned and/or provided by the NHS in England.

The Cabinet Member for Adults and Health will be asked to endorse the commencement of a procurement to commission a local Healthwatch and Independent Complaints Advocacy Service and delegate the contract award to the Director of Public Health.	
<b>Decision By</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	Internal governance arrangements Director of Law and Assurance Director of Finance and Support Services  Representations should be made to the Cabinet Member for Adults and Health at County Hall, Chichester by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Cameron Hill Tel: 0330 222 3574
<b>Contact</b>	Erica Keegan 0330 222 6050

### Cabinet Member for Adults and Health

<b>Extension of Commissioned Social Support Services Contracts for one year</b>
<p>The County Council contracts with nine voluntary and community sector (VCS) organisations for a range of preventative social support services. Presently all contracts are due to end in March 2020. The services include Home from Hospital, Relative Support, Befriending, Help at Home, Day Activities, PAT Community Service and Information and Advice provision, at a combined value of £1.7m per annum.</p> <p>The Council with Voluntary and Community Sector partners has agreed a co-production approach in order to best meet our prevention objectives, and as part of the strategic recommissioning process for these contracts to ensure the ongoing stability of current services.</p> <p>The Cabinet Member for Adults and Health is requested to agree the commencement of an interim single tender process to secure the continuation of existing contracts for a further 12 months.</p> <p>The Cabinet Member will be asked to delegate contract awards and decisions about the extension of these contracts to the Director for Public Health, in consultation with the Cabinet Member.</p>



This is an interim arrangement whilst a procurement process for preventative social support services is planned from January 2020.	
<b>Decision By</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added to Forward Plan</b>	27 August 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, in the month which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Catherine Galvin Tel: 033 022 24869
<b>Contact</b>	Erica Keegan Tel: 0330 022 26050

### Cabinet Member for Adults and Health

Procurement of Public Health Services	
<p>The Services, which are currently delivered by GPs and Pharmacies, include but are not limited to: NHS Health Checks, Smoking Cessation, Contraceptive Implant, Emergency Hormonal Contraception, Intra-Uterine Contraceptive Device and Alcohol Identification and Brief Advice Services for the population of West Sussex.</p> <p>Local Authorities are mandated to provide the NHS Health Checks Programme and the provision of contraception is a prescribed service under the conditions of the Public Health Grant. All of the services contribute to improvement of population, public health outcomes and reductions in health inequalities.</p> <p>The new arrangement will be effective from 1 April 2020 and will run for three (3) years with the possibility of a further extension of up to two (2) years built into the terms of the contract. The contract will be funded through the Public Health Grant.</p> <p>The Cabinet Member for Adults and Health is asked to agree the commencement of a procurement process for the provision of Public Health Services in the form of an approved supplier list and to delegate decisions regarding the award and extension of the supplier list to the Director of Public Health in consultation with the Cabinet Member for Adults and Health.</p>	
<b>Decision By</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place

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<b>Date added to Forward Plan</b>	1 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/Representations</b>	Procurement Board, Legal, Finance, Contracts  Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, in the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Kate Bailey Tel: 033 022 28688
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

### Cabinet Member for Environment

<b>Shoreham Harbour Joint Area Action Plan</b>	
<p>The Shoreham Harbour <a href="#">Joint Area Action Plan</a> (JAAP) has been prepared jointly by the County Council, Adur District Council and Brighton &amp; Hove City Council for an area which stretches from the Adur Ferry Bridge in the west through to Hove Lagoon (in Brighton &amp; Hove) in the east. Once adopted, the JAAP will provide planning policies against which applications for development in Shoreham Harbour will be assessed.</p> <p>Following the Independent Examination in September 2018 and Main Modification representation period in January – March 2019, and subject to a 'sound' Inspector's report being received by the authorities, West Sussex County Council, Adur District Council and Brighton &amp; Hove City Councils can then adopt the plan.</p> <p>In August, the Cabinet Member for Environment will be asked to recommend that the County Council adopts the JAAP at its meeting on 18 October 2019.</p>	
<b>Decision By</b>	Mrs Urquhart - Cabinet Member for Environment
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added to Forward Plan</b>	9 April 2019
<b>Decision Month</b>	September 2019
<b>Consultation/Representations</b>	<p>There were a number of stages of consultation in preparing the JAAP for submission and examination, considered and approved by the County Council, Adur District Council and Brighton &amp; Hove City Council.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>

<b>Background Documents</b> (via website)	None
<b>Author</b>	Caroline West Tel: 033 022 25225
<b>Contact</b>	Judith Shore Tel: 033 022 26052

### Cabinet Member for Environment

<b>Soft Sand Review - Proposed Submission Draft</b>	
<p>The County Council, in partnership with the South Downs National Park Authority (SDNPA), is required to undertake a single-issue Soft Sand Review of the <a href="#">West Sussex Joint Minerals Local Plan</a> (JMLP). The timetable to undertake the Review is set out in the County Council's approved <a href="#">Minerals and Waste Development Scheme</a> (the statutory management plan).</p> <p>The Review is considering the demand and supply of soft sand required during the plan period (to 2033) and how this demand will be met, including the potential need for site allocations. Informal public consultation (Regulation 18) took place during January–March 2019 on the Issues and Options for the review.</p> <p>The results of the consultation, and further technical work, will inform the preparation of the Proposed Submission Draft document, which will identify the proposed changes to the relevant sections of the JMLP.</p> <p>In September, the Cabinet Member for Environment will be asked to recommend that Full Council approves the Proposed Submission Draft at its meeting on 18 October 2019.</p> <p>Following approval by the SDNPA and the County Council, the Proposed Submission Draft will be subject to a representations period, under Regulation 19, between November 2019 and January 2020.</p> <p>If no substantive changes are required following the representations period, it will be submitted to the Government for independent examination.</p>	
<b>Decision By</b>	Mrs Urquhart - Cabinet Member for Environment
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added to Forward Plan</b>	1 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	<p>Public consultation January to March 2019  Further public consultation November 2019 to January 2020  Internal consultation with County Council and South Downs National Park Authority planning officers</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>

<b>Background Documents</b> (via website)	None
<b>Author</b>	Rupy Sandhu Tel: 033 022 26454
<b>Contact</b>	Judith Shore Tel: 033 022 26052

### Cabinet Member for Environment

<b>Limit use of Household Waste Recycling Sites to West Sussex residents</b>	
<p>A number of the West Sussex Household Waste Recycling Sites (HWRS) are located close to the County Council's borders. Site-user postcode surveys indicate that a significant proportion (approximately 10%) of users at these sites are from outside of West Sussex. There are three main reasons:</p> <ul style="list-style-type: none"> <li>• West Sussex sites are more proximate or accessible to many Surrey, East Sussex and Brighton residents than sites provided by their own local authority.</li> <li>• Residents from out of county come into West Sussex to work and drop off material close to their workplace. For example, the Crawley HWRS provides a convenient facility for thousands of workers commuting into the Manor Royal Industrial Estate.</li> <li>• Surrounding counties have more restrictions on the type of material that is accepted, without charge, at West Sussex sites.</li> </ul> <p>The situation has worsened since East Sussex County Council closed the nearest of its sites to East Grinstead and introduced charging for soil and hardcore in 2018. This year, Surrey County Council has further increased the restrictions on the type of waste material received at their sites.</p> <p>As a result, West Sussex is a net importer of household waste. By limiting the use of HWRS to West Sussex residents, the subsequent reduction in household waste could result in savings of approximately £400k/year.</p> <p>The Cabinet Member for Environment will be asked to limit the use of Household Waste Recycling Sites to West Sussex residents.</p>	
<b>Decision By</b>	Mrs Urquhart - Cabinet Member for Environment
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	20 August 2019
<b>Decision Month</b>	October 2019
<b>Consultation/ Representations</b>	<p>Neighbouring local authorities have been advised of the proposal and invited to comment. The decision would not impact West Sussex residents or local authorities.</p> <p>Environment, Communities and Fire Select Committee, 20 September 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by</p>

	the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Gareth Rollings Tel: 033 022 24161
<b>Contact</b>	Judith Shore Tel: 033 022 26052

### Cabinet Member for Adults and Health

<b>Specialist Community Advocacy Services</b>	
<p>A contract for the provision of a specialist community advocacy service to support adults with physical or sensory impairment, acquired brain injury, autism or a learning disability was extended for 12 months until 30<sup>th</sup> June 2020. This extension enabled a review of the service and customer engagement.</p> <p>This advocacy service is a component part of the People services prevention strategy which is designed to support demand management and delivery of value for money.</p> <p>The review, completed at the end of July 2019, has evidenced that the service enables the Council to meet its statutory duties in relation to supporting the most vulnerable people, particularly those with communication difficulties. People with these protected characteristics face challenges in many areas of everyday life and without advocacy support, struggle to communicate their wishes and needs.</p> <p>The new service would start on 1<sup>st</sup> July 2020 for a period of 3 years plus the option of extending for a further 2 years. The total cost of the service over the maximum service length is £1.2m</p> <p>The Cabinet Member for Adults and Health is asked to approve the commencement of a procurement process to source a specialist advocacy service and delegate the authority to award the contract to the Executive Director of People Services.</p>	
<b>Decision By</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added to Forward Plan</b>	12 September 2019
<b>Decision Month</b>	October 2019
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b>	None

## Agenda Item 9

(via website)	
<b>Author</b>	Liz Merrick Tel: 033 022 23733
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

### Executive Director Place Services

<b>Worthing Community Hub Award of Contract</b>	
<p>This decision is subject to the approval of the decision by the Cabinet member for Safer, Stronger Communities on the Worthing Community Hub to approve the allocation of funds and commencement of a procurement process to allow the building works required to create a Community Hub in Worthing, based on the agreed detailed designs in the building currently known as Worthing Library and to delegate authority to the Executive Director of Place Services.</p> <p>The Executive Director of Place Services will be asked to award the contract to the successful bidder in accordance with the Council's Standing Orders on Procurement and Contracts.</p>	
<b>Decision By</b>	Lee Harris - Executive Director Place Services
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added to Forward Plan</b>	9 April 2019
<b>Decision Month</b>	October 2019
<b>Consultation/Representations</b>	Representations concerning this proposed decision can be made to the Executive Director of Place Services, via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Lesley Sim Tel: 0330 022 24786
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

### Cabinet Member for Environment

<b>Electric Vehicle Strategy</b>
Under the Automated and Electric Vehicles Bill, the government has announced plans to ban new petrol and diesel cars by 2040 and the Office for Low Emission Vehicles aims for

all vehicles to be low-emission by 2050.

The County Council needs to start preparing for this transition so that residents and businesses are able to take advantage of the opportunities on offer.

This strategy will set out the County Council's vision for electric vehicles across the county and the interventions to deliver this vision.

The strategy has been developed with guidance from a cross-party Members' Executive Task and Finish Group.

The Cabinet Member for Environment will be asked to approve the Electric Vehicle Strategy.

<b>Decision By</b>	Mrs Urquhart - Cabinet Member for Environment
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place A Prosperous Place
<b>Date added to Forward Plan</b>	18 July 2019
<b>Decision Month</b>	December 2019
<b>Consultation/ Representations</b>	Public Pre-Engagement Consultation (residents' survey) December 2018 - January 2019 Public consultation on strategy - September 2019 Environment, Communities and Fire Select Committee, 7 November 2019 Internal consultation with County Council Officers  Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Ruth O'Brien Tel: 033 022 26455
<b>Contact</b>	Judith Shore Tel: 033 022 26052

## Independence in Later Life

### Cabinet Member for Adults and Health

<b>Development of an Extra Care Housing Scheme in East Grinstead</b>
Enabling residents to remain independent in later life is one of the key objectives of the West Sussex Plan. To this end, the Council has indicated a willingness to invest in social care infrastructure projects which help to make this possible.

Extra care housing has been identified as a particularly effective means of enabling people with care needs to remain independent, living in purpose-built homes within a residential setting with some communal amenities and an on-site care service. The proposal being put forward is to support the development of new extra care housing scheme comprising 48 flats on the site of a former supported housing scheme in East Grinstead.

The site is owned by Eldon Housing Association which has obtained planning permission and a commitment to grant funding from Homes England, however additional funding from WSCC will also be required if the scheme is to proceed.

The Cabinet Member for Adults and Health will be asked to approve the provision of approximately £0.96m from the Council's Capital Programme to Eldon Housing Association to support the development of this scheme, following the implementation of a business case and necessary approval arrangements to ensure that the required capital resources are available.

<b>Decision By</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added to Forward Plan</b>	11 June 2019
<b>Decision Month</b>	September 2019
<b>Consultation/Representations</b>	Mid Sussex District Council.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Sarah L Leppard Tel: 0330 022 23774
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

#### Director of Adults' Services

##### **Award of Contract for In House Adult Social Care Programme (Part A (Judith Adams & Chestnuts Renovation))**

The Cabinet Member for Adults and Health approved the allocation of funds from 'Choices for the Future' capital programme for the first part of the day services rationalization programme (Part A) which is estimated at £2.315m and the commencement of procurement on 1 August 2019.

The Director of Adult Services will be asked to award the contract to the successful contractor, to allow for the renovation of Judith Adams, Chichester and The Chestnuts, Bognor Regis Day Centres.

<b>Decision By</b>	Paul McKay - Director of Adults' Services
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<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added to Forward Plan</b>	1 August 2019
<b>Decision Month</b>	October 2019
<b>Consultation/ Representations</b>	Internal governance arrangements Director of Law and Assurance Director of Finance and Support Services  Representations concerning this proposed decision can be made to the Director of Adults Services via the author or officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Simon Starns Tel: 033 022 23706
<b>Contact</b>	Erica Keegan Tel: 0330 222 6050

### Cabinet Member for Adults and Health

<b>Commissioning of Care and Support at Home</b>
<p>Care and support at home services (also known as domiciliary care or home care) are services purchased by the Council on behalf of people who have been assessed as having eligible social care needs. These services support people to maintain their independence through the provision of personal care and support.</p> <p>The Council currently commissions the majority of these services from a framework agreement which commenced in 2015 and which will come to an end in January 2021. This framework was developed jointly with NHS Continuing Healthcare who also use the contract. In addition, the Council purchases services from the wider market through a contractual agreement. The commissioning of care and support at home is being reviewed with proposals being developed for new arrangements to be established across the county which will enable the achievement of our strategic aim to support people to live independent lives for longer. The Council will continue to work with health partners on these arrangements, to prevent unnecessary emergency hospital admissions and speed up discharges.</p> <p>Given the strategic context in which this recommissioning is set, Care and Support at Home shall ensure that it:</p> <ul style="list-style-type: none"> <li>• Enables people to be independent for longer in their home, having choice and control over their care which is personalised for their needs.</li> <li>• Stimulates the care market to build capacity and deliver sustainable and high quality care, including a skilled, valued and sustainable workforce.</li> <li>• Strengthens community networks and supports people closer to where they live. Including increasing the number of Direct Payments.</li> <li>• Works in partnership with providers, the NHS, communities, the independent and voluntary</li> </ul>

sector and those in receipt of care to ensure the coordination and delivery of high quality care.

- Understands market capacity and capability to make informed decisions and be innovative. Improve technology systems, including payments to improve the process for all stakeholders.
- Maximises short-term services to reduce demand and maximise customer independence.

Following the current review and a public consultation, the Cabinet Member for Adults and Health will be asked to approve the commencement of a procurement process to source the future care and support services and delegate authority for Contract Award to the Executive Director People Services.

<b>Decision By</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added to Forward Plan</b>	2 September 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	<p>Public consultation available until 15 Sept 2019 at:  <a href="http://www.westsussex.gov.uk/csh">www.westsussex.gov.uk/csh</a></p> <p>Consultation with Director of Adult Services, Executive Director for People Services, NHS Continuing Healthcare, Coastal Clinical Commissioning Group, Crawley Clinical Commissioning Group, Horsham and Mid Sussex Clinical Commissioning Group.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None.
<b>Author</b>	Juliette Garrett Tel: 033 022 223748
<b>Contact</b>	Erica Keegan Tel: 0330 022 26050

## A Council that works for the Community

### Cabinet Member for Finance and Resources

<b>Review of Property Holdings (Rolling Entry)</b>
As part of its capital programme management, in line with the County Council's West Sussex Asset Management <a href="#">Policy</a> and <a href="#">Strategy</a> , the Council continually reviews its property estate. This includes consideration of assets which are likely to become surplus

to operational requirements, i.e. no longer needed. In addition, the Council acquires or develops assets to meet statutory and service requirements as well as the Council's wider purposes, including investment or to promote social and economic development opportunities. From time to time these activities give rise to decisions to purchase, dispose of or to develop an asset.	
<b>Decision By</b>	Mr Hunt - Cabinet Member for Finance and Resources
<b>West Sussex Plan priority</b>	A Council that works for the Community
<b>Date added to Forward Plan</b>	1 December 2017
<b>Decision Month</b>	Between April 2019 and March 2020
<b>Consultation/ Representations</b>	Internal and local members as required.  Representation can be made to the Cabinet Member for Finance and Resources or via the officer contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Elaine Sanders Tel: 033 022 25605
<b>Contact</b>	Suzannah Hill Tel 033 022 22551

#### **Cabinet Member for Finance and Resources, Leader**

<b>Total Performance Monitor (Rolling Entry)</b>	
The Monitor details the Council's performance in relation to revenue and capital spending, savings, workforce projections, performance and risk by portfolio against the Cabinet's key priorities. The Leader and Cabinet Member for Finance and Resources will be recommended to approve the Total Performance Monitor and any items of financial and performance management within the Monitor.	
<b>Decision By</b>	Mr Hunt, Ms Goldsmith - Cabinet Member for Finance and Resources, Leader
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added to Forward Plan</b>	1 April 2019
<b>Decision Month</b>	Between April 2019 and March 2020
<b>Consultation/ Representations</b>	Representations concerning this proposal can be made to the Leader/and or the Cabinet Member for Finance and Resources via the officer contact.
<b>Background</b>	None

<b>Documents</b> (via website)	
<b>Author</b>	Fiona Morris Tel: 033 022 23811
<b>Contact</b>	Suzannah Hill Tel: 033 022 22551

### Cabinet Member for Corporate Relations

<b>Procurement "Soft" Facilities Management Services Contract</b>	
<p>The County Council provides soft Facilities Management services throughout the corporate estate. It also makes these contracts accessible to schools to buy in to at their discretion. The current contracts for cleaning, security and grounds maintenance will expire in October 2020.</p> <p>The scope of the new contracts, in addition to the core services listed above will include the provision of washroom consumables and associated services relating to cleaning, hygiene and confidential waste disposal in the Council's office buildings.</p> <p>The Cabinet Member will be asked to agree to the commencement of a compliant tender process and to delegate to the Executive Director of Resources the authority to award contracts to the value of £2m per annum.</p> <p>It is proposed that the procurement tender process will commence in August 2019, the contract to be awarded in June 2020 and commence on 1 October 2020.</p>	
<b>Decision By</b>	Mr Lanzer - Cabinet Member for Corporate Relations
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added to Forward Plan</b>	5 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	<p>Internal and external stakeholders, the incumbent supplier and market suppliers.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Corporate Relations via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Mike O'Horan
<b>Contact</b>	Suzannah Hill Tel: 033 022 22551

**Executive Director Place Services**

<b>Appointment of design team - Horsham Blue-light Centre</b>	
<p>West Sussex County Council and its partners are delivering a programme of transformational capital projects to deliver efficiencies in the use of the public estate across the County. The County Council is now in a position to progress a project to deliver a new operational fire station and blue-light training centre in Horsham through its detailed design phase and into Planning.</p> <p>A procurement tender process is underway to appoint an appropriate contractor to progress the design. The contract is due to start in September 2019. In accordance with the delegated authority approved by Cabinet Member Decision FR22 (18/19), dated 21<sup>st</sup> March 2019, the Executive Director of Place Services will be asked to award and enter into a contract for the provision of design services with the most economically advantageous bidder.</p>	
<b>Decision By</b>	Lee Harris - Executive Director Place Services
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added to Forward Plan</b>	18 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/Representations</b>	External and internal stakeholders. Representation can be made via the officer contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Nick Burrell Tel: 033 022 23881
<b>Contact</b>	Suzannah Hill Tel: 033022 22551

**Director of Environment and Public Protection**

<b>Award of Contract: Procurement of water, wastewater and ancillary services</b>
<p>A retail market for the provision of water and wastewater has opened and an opportunity was identified for the County Council to procure a single water retail supplier.</p> <p>The expected key benefits include:</p> <ul style="list-style-type: none"> <li>• More accurate and timely invoicing</li> <li>• More efficient service provision</li> <li>• Opportunities to identify water efficiencies and other non-commodity savings</li> </ul> <p>The County Council purchases approximately £1.59m of water and wastewater services per annum, with a large proportion of this spend occurring on behalf of schools/academies currently contracted via a Service Level Agreement.</p>

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A competitive mini tender exercise was run through the Crown Commercial Services (CCS) framework ref RM 3790 Lot 3 and, following technical and financial evaluation, this report recommends the award of a contract for these services at an estimated cost of circa £1.59m per annum to Scottish Water Business Stream Ltd, for a period of 3 years with an optional extension of 1 year.	
<b>Decision By</b>	Steve Read - Director of Environment and Public Protection
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added to Forward Plan</b>	14 August 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	Cabinet Member for Corporate Relations Representation can be made via the officer contact.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Steven Fall Tel: 033 022 23265
<b>Contact</b>	Suzannah Hill Tel: 033 022 22551

### Cabinet Member for Corporate Relations

#### Endorsement of bids to Coast to Capital LEP: West Sussex Full Fibre Programme

The County Council recognises the strategic importance of next generation connectivity that can facilitate the delivery of future public services and improve the local economy. Ultrafast (gigabit) broadband is the next generation of connectivity, capable of delivering speeds of 1Gb (1000Mb) or more using pure optical fibre. In partnership with all district and boroughs (through the West Sussex Full Fibre Programme Board), the County Council is working to make this infrastructure more readily available and have agreed to use funding from the business rate retention pilot for a West Sussex Full Fibre Programme.

The Programme is bidding for additional funding to support two projects:

1. The County Council is leading the "Converged Fibre Connectivity" bid to the Coast to Capital Local Enterprise Partnership's (LEP) Growth Deal funding. This will connect public sector sites in the first instance and also provide an open access duct and/or fibre spine that connects Crawley (including Manor Royal), Horsham and Haywards Heath to the Burgess Hill Fibre Exchange (BHFX) and link to the Brighton Digital Exchange and the Brighton 5G Fibre Ring. This should lower the cost of private investment in the roll out of full fibre network for residents and businesses.

2. The County Council is also supporting the "Gigabit Coast" project led by Adur and Worthing Councils which will connect a number of council assets to create or enhance the digital public realm in Worthing.

If successful, these bids, will require match funding from councils of up to £1.65 million per project directly or via the business rates retention pilot and both need endorsement by the West Sussex Full Fibre Programme Board.

The Cabinet Member is asked at this stage to endorse match funding for the 'converged fibre connectivity' (project 1.above) from the business rates retention pilot held within the Cabinet Member's capital programme provision if (i) the Growth Deal funding is awarded to the bid and (ii) if agreed by the West Sussex Full Fibre Programme Board.

<b>Decision By</b>	Mr Lanzer - Cabinet Member for Corporate Relations
<b>West Sussex Plan priority</b>	A Council that works for the Community
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	September 2019
<b>Consultation/ Representations</b>	District and Borough partners and LEP members through bids.  Representation can be made via the officer contact from the beginning of the month in which the decision is to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Sarah Bazen Tel: 033022 22374
<b>Contact</b>	Suzannah Hill Tel. 033 022 22551

**Cabinet Member for Finance and Resources, Cabinet Member for Corporate Relations**

<b>Procurement of a Business Management Solution</b>	
<p>The Council's core back office support services, Payroll, Human Resources and Finance currently rely on a system provided by SAP SE which was acquired in 2001. It is necessary to replace this system as the current one cannot meet future business needs. The support and maintenance contract ends in 2021 and SAP has given notice that it will no longer support the current version of the system from 2025.</p> <p>The Cabinet Member will be asked to endorse a procurement process for a replacement business management solution and to delegate authority to the Director Finance and Support Services to award the contract.</p>	
<b>Decision By</b>	Mr Lanzer, Mr Hunt - Cabinet Member for Finance and Resources, Cabinet Member for Corporate Relations
<b>West Sussex Plan priority</b>	A Council that works for the Community
<b>Date added to Forward Plan</b>	25 June 2019
<b>Decision Month</b>	September 2019

<b>Consultation/Representations</b>	<p>Market research on industry best practice and early market engagement. Engagement with internal services: Finance, Procurement and Human Resources. Cabinet Member for Finance and Resources</p> <p>Representation can be made to the Cabinet Member for Corporate Relations by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Nadine Muschamp Tel: 033 022 23258
<b>Contact</b>	Suzannah Hill 033 022 22551

### Executive Director Place Services

<b>Award of Contract for Self Service Library Kiosks</b>	
<p>When visiting the West Sussex Library Service residents regularly use self-service kiosks to transact a range of library services.</p> <p>In order to provide modern, longer term services procurement (decision ref: OKD10 19/20) is currently underway for Self Service Library kiosk replacement in West Sussex libraries. An allocation of £1m is included in the 2019/20 – 2023/24 capital programme for the replacement of kiosks.</p> <p>Following the completion of the procurement process, the Executive Director Place seeks to award the Contract for the Self-Service Library Kiosks to the preferred bidder.</p>	
<b>Decision By</b>	Lee Harris - Executive Director Place Services
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added to Forward Plan</b>	21 August 2019
<b>Decision Month</b>	November 2019
<b>Consultation/Representations</b>	<p>Representations concerning the proposed decision can be made to the Executive Director Place Services by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Lesley Sim Tel: 0330 022 24786
<b>Contact</b>	Erica Keegan Tel: 033 022 26050



## Strategic Budget Options 2020/21

### Cabinet Member for Education and Skills

<b>Creation of Additional Special Support Centres in Schools - Phases 2 and 3</b>	
<p>In December 2018 the Cabinet Member for Education and Skills took a <a href="#">decision</a> (reference ES15 (18/19)) to approve Phase 1 of a scheme to develop additional Special Support Centres (SSCs) attached to maintained schools. SSCs are units which provide additional support for children with various types of Special Educational Needs and Disabilities (SEND).</p> <p>It is proposed that the County Council now progresses with Phases 2 and 3 of the development scheme which would involve the creation of up to eight additional SSCs in mainstream schools, generating an extra 84 places for those children with high functioning autism and social, emotional and mental health difficulties.</p> <p>The Cabinet Member for Education and Skills will be asked to approve the proposal to progress the implementation of Phases 2 and 3 of the Special Support Centre Investment Programme.</p>	
<b>Decision By</b>	Mr Burrett - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	<p>Schools Cabinet Member for Finance and Resources Children and Young People's Services Select Committee – 23 October 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member, via the officer contact, by the beginning of the month in which the decision is due to be taken</p>
<b>Background Documents</b> (via website)	<p>Cabinet Member Decision - ES15 (18/19) Cabinet Papers - 11 July 2019</p>
<b>Author</b>	Helen Johns Tel: 07715 616560
<b>Contact</b>	Wendy Saunders - Tel - 033 022 22553

### Cabinet Member for Education and Skills

<b>Reduction in the Post-16 Support Service</b>
The post-16 support service works with those young people not in employment,

education or training (NEET). The service assists with carrying out the statutory requirement of tracking those individuals who are NEET and supports greater participation through the organisation of Careers/Apprenticeship Fairs across the county and arranges the Apprenticeship Graduation Ceremony.

The funding of the service is currently supplemented by the European Structural and Investment Fund (ESIF) project which is a joint scheme with Brighton and Hove City Council. The programme finishes on 31 December 2020.

NEET tracking is the statutory element of the work carried out by the post-16 support service, therefore, once the ESIF funding ceases it is proposed that, as well as ESIF fixed term contracts coming to an end, the County Council will reduce the level of service provided. Work is progressing on assessing the impact of options – from a reduction in the level of service to complete withdrawal of the service.

The Cabinet Member for Education and Skills will be asked to assess the outcome of this work and approve a proposal to either reduce or withdraw the post-16 support service.

<b>Decision By</b>	Mr Burrett - Cabinet Member for Education and Skills
<b>West Sussex Plan priority</b>	Best Start in Life
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	<p>Staff and UNISON have been informed of the requirement to develop options for the post-16 support service. Staff are engaged in the development work on options and both staff and UNISON will be kept updated as the review progresses.</p> <p>Children and Young People's Services Select Committee – 23 October 2019</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	Cabinet Papers
<b>Author</b>	Danny Pell Tel: 033 022 22144
<b>Contact</b>	Wendy Saunders - Tel - 033 022 22553

#### **Cabinet Member for Fire and Rescue and Communities**

<b>Review of Library Offer</b>
<p>To consider reviewing service levels and forms of service delivery for library services in areas of reduced demand. Options will include:</p> <p>a. reducing opening hours, removing the rural Mobile Library service and other</p>

logistical changes

- b. Using the Community Hubs programme to accelerate options to share space and bring services together under one roof so that services in communities are maintained more economically

Relevant community and staff consultation will be undertaken and wherever possible staff savings will be through natural turnover. The service priority will be to protect and support those most vulnerable in our communities.

The Cabinet Member for Safer Stronger Communities will be asked to approve options from those which are developed.

<b>Decision By</b>	Mrs Russell - Cabinet Member for Fire and Rescue and Communities
<b>West Sussex Plan priority</b>	A Strong, Safe and Sustainable Place
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	November 2019
<b>Consultation/Representations</b>	Service users, elected members and staff and the Environment Communities and Fire Select Committee.  Representations concerning this proposed decision can be made to the Cabinet Member for Safer, Stronger Communities via the author of officer contact by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Lesley Sim Tel: 0330 022 24786
<b>Contact</b>	Erica Keegan - 033022 26050

### Cabinet Member for Adults and Health

<b>Local Assistance Network (LAN)</b>	
<p>The Local Assistance Network (LAN) was established in 2013 to replace a number of discretionary benefits for households in crisis situations which had previously been available through the benefits system. A ring-fenced grant to support this spending was originally provided by the Department of Work and Pensions but this was removed in 2015. Although the scale of the County Council's commitment has reduced since then, and following a Cabinet Member decision in December 2018, the LAN budget is currently £200,000 per annum.</p> <p>The Cabinet Member will be asked to agree to the further reduction of Local Assistance Network (LAN) funding to £100,000 per annum from 2020/21.</p>	
<b>Decision By</b>	Mrs Jupp - Cabinet Member for Adults and Health

<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	District and Borough Councils and Voluntary Sector Partners.  Representations should be made to the Cabinet Member for Adults and Health at County Hall, Chichester by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Sarah Farragher Tel: 033 022 28403
<b>Contact</b>	Erica Keegan - 0330 22 26050

### Cabinet Member for Adults and Health

<b>Review of In-house Residential Care</b>
<p>Through the commissioning plans for lifelong and older people's services, the County Council will move towards a reduction in the reliance on residential care and an increase in community-based care and accommodation that supports independence. This will include a review of the Council's in-house service in line with the adult social care vision and strategy and the need to develop and shape the care market. The outcome will be a strategy for accommodation services for adults.</p> <p>The principles of the review and development of the strategy will be;</p> <ul style="list-style-type: none"> <li>• To increase access to new models of supported and independent living,</li> <li>• To review the position and place of in-house residential care in the market,</li> <li>• To enable people to stay in their own home as long as possible by commissioning effective carer support, respite/reablement, access to employment and community-based activities,</li> <li>• Using a strengths-based approach to improve value for money and support choice and control,</li> <li>• To support young people as they approach adulthood with realistic expectations,</li> <li>• To build long-term sustainable solutions based on expected future demand and capacity modelling and</li> <li>• To develop positive relationships with the market, delivering value for money across all aspects of care and support.</li> </ul> <p>We will engage with customers, carers and families as part of the review and development of a future strategy.</p> <p>The Cabinet Member for Adults and Health will be asked to approve:</p> <ol style="list-style-type: none"> <li>1) the outcome of an initial review phase of in-house residential care</li> <li>2) the plans for a wider review of in-house residential care and the development of an accommodation strategy for adults.</li> </ol>

<b>Decision By</b>	Mrs Jupp - Cabinet Member for Adults and Health
<b>West Sussex Plan priority</b>	Independence in Later Life
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	<p>Customers, carers and families, Health and Adult Social Care Select Committee (HASC) (to be considered by HASC Business Planning Group) and market partners/service providers.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Adults &amp; Health via the author or officer contact by the beginning of the month in which the decision is to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Catherine Galvin Tel: 033 022 24869
<b>Contact</b>	Erica Keegan - 033 022 26050

### Cabinet Member for Environment

<b>Household Waste Recycling Sites - mobile service and charging for DIY waste</b>	
<p>The County Council suspended charging householders for the disposal of 'DIY waste' which includes construction/demolition type waste such as soil, hard-core and plasterboard waste at Household Waste Recycling Sites (HWRS) in September 2017 (<a href="#">decision ref ENV04 2017/18</a>). This was to await further central government guidance which, over two years later, is still not available. The government's 'Resources and Waste Strategy for England' published in December 2018 stated its intention to clarify the situation. WSCC's neighbouring authorities all make a charge for DIY waste which results in use of West Sussex sites by persons from outside the county and creates additional expense for the collection and disposal of such materials by the County Council.</p> <p>Before making a decision, the Cabinet Member Environment will take into account any further government advice and the impact of other measures to reduce use by persons from outside the county.</p> <p>A mobile household waste recycling service operates in Selsey and The Witterings and householders currently use the service to recycle green garden waste, wood, small metal and electrical items, paper and cardboard. The mobile service does not accept soil and hardcore or hazardous materials. Options for this service to be delivered in other ways, including dialogue with the Town and Parish Councils in the catchment area, will be explored before public consultation on the option to withdraw the service.</p>	
<b>Decision By</b>	Mrs Urquhart - Cabinet Member for Environment
<b>West Sussex Plan</b>	Safer, Stronger Communities

<b>priority</b>	
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	<p>The re-introduction of charges for the disposal of construction and demolition (DIY) waste has previously been subject to public consultation.</p> <p>Parish and town councils and community groups will be consulted about the mobile waste recycling service.</p> <p>Environment, Communities and Fire Select Committee</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Steve Read Tel: 033 022 22654
<b>Contact</b>	Judith Shore Tel: 033 022 26052

### Cabinet Member for Environment

<b>Reduction in Funding for Recycling Credits</b>
<p>Recycling credits are payments made to waste collection authorities by the County Council to support initiatives to increase recycling of waste where disposal costs for residual waste are achieved. The Council is committed to reduce the amount of residual waste and increase recycling.</p> <p>The Government has published its Waste and Resources Strategy which confirms the intent to require that food waste be collected and treated separately by 2023.</p> <p>The County Council has no legal obligation to pay recycling credits to District and Borough councils save in accordance with the criteria set out in Regulations. The Cabinet Member for Environment took the <a href="#">decision</a> to reduce aggregate recycling rate payments by £1m (from £5.6m to £4.6m in total) in 2019/20. The District and Borough councils were given notice that further reductions may follow depending on progress towards a higher performing service and on the County Council's overall financial position.</p> <p>Progress towards a comprehensive collection service review is slow albeit the County Council has maintained its offer to work with and help fund trialling separate food waste collections. Some progress has been made with some of the collection authorities.</p> <p>The Cabinet Member for Environment will be asked to approve further changes to the funding arrangements with District and Borough councils whilst meeting the requirements of the recycling credit provisions under the Environmental Protection (Waste Recycling) Payments (England) Regulations 2006.</p>

The options under consideration include removal of all credits except those that meet the above requirements over one or more years and a partial reduction where credits can be shown to provide an incentive to improved performance.	
<b>Decision By</b>	Mrs Urquhart - Cabinet Member for Environment
<b>West Sussex Plan priority</b>	A Prosperous Place
<b>Date added to Forward Plan</b>	30 July 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	District and Borough Councils in West Sussex Environment, Communities and Fire Select Committee, 20 September 2019  Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Steve Read Tel: 033 022 22654
<b>Contact</b>	Judith Shore Tel: 033 022 26052

### Cabinet Member for Finance and Resources

Review of Fees and Charges	
The County Council reviews its fees and charges at least annually to ensure statutory fees meet current guidelines and discretionary fees reflect market conditions and achieve the required service outcomes. Any changes to fees and charges are proposed to be implemented from 01 January 2020 where possible. The Cabinet Member will be asked to endorse the report. Parking charges will be considered separately by the Cabinet Member for Highways and Transport.	
<b>Decision By</b>	Mr Hunt - Cabinet Member for Finance and Resources
<b>West Sussex Plan priority</b>	A Council that Works for the Community
<b>Date added to Forward Plan</b>	12 September 2019
<b>Decision Month</b>	November 2019
<b>Consultation/ Representations</b>	Cabinet Members  Representation can be made via the officer contact.

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<b>Background Documents</b> (via website)	None
<b>Author</b>	Katharine Eberhart Tel: 033 022 22682
<b>Contact</b>	Suzannah Hill Tel. 033 022 22551