

Public Document Pack

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27 November 2019

Performance and Finance Select Committee

A meeting of the committee will be held at **10.30 am** on **Thursday, 5 December 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:

<http://www.westsussex.public-i.tv/core/portal/home>

Agenda

- 10.30 am 1. **Declarations of Interest**
- 10.32 am 2. **Minutes of the last meeting of the Committee** (Pages 5 - 12)
The Committee to agree the minutes of its last meeting held on 3 October.
- 10.34 am 3. **Urgent Matters**
- 10.35 am 4. **Responses to Recommendations** (Pages 13 - 16)
The Committee is asked to note the responses to recommendations made at its 3 October meeting from the Cabinet Member for Finance & Resources and the Cabinet Member for Highways and Infrastructure.
- 10.45 am 5. **Forward Plan of Key Decisions** (Pages 17 - 56)
Copy of the Forward Plan dated 21 November.
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.
The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

- 10.55 am 6. **Medium Term Financial Strategy Update 2020/21 and 2023/24** (Pages 57 - 72)
- Report by Director of Finance & Support Services.
- Report sets out the medium term financial strategy 2020/21 to 2023/24.
- 11.55 am 7. **Whole Council Design** (To Follow)
- A short report (to follow) updating the Committee on the latest position of the Whole Council Design programme.
- 12.15 pm 8. **Total Performance Monitor - September 2019 (Quarter 2 2019-20)** (Pages 73 - 126)
- A report by the Director of Finance and Support Services setting out the performance and finance position as at the end of September.
- The Committee is asked to examine the data and supporting commentary for the Total Performance Monitor and make any relevant recommendations for action to the Cabinet Member or a relevant Select Committee.
- 1.15 pm 9. **Capital Programme 2019/20 - 2023/24 Quarter 2 Performance Report** (Pages 127 - 144)
- A report by the Director of Property and Assets.
- The Committee is asked to review the contents of the report and comment on any areas of concern.

Adjournment for Lunch

The Committee will adjourn for lunch for 30 minutes.

- 2.15 pm 10. **Treasury Management Mid-Year Review 2019/20** (Pages 145 - 162)
- Report by Director of Finance and Support Services.
- The report updates the Committee on the treasury management mid-year position.
- 2.25 pm 11. **Review of Fees and Charges 2020-21** (Pages 163 - 236)
- Report by Director of Finance and Support Services.
- The draft decision report attached sets out the proposed changes to fees and charges to be implemented in 2020/21.

- 2.50 pm 12. **Appointment to Business Planning Group**
- The Committee is asked to appoint one Conservative Member to the Business Planning Group.
- The current members are Mrs Dennis (Chairman), Mr Catchpole (Vice-Chairman), Mr Jones and Dr Walsh.
- Members are asked to agree the amended Membership of the Group.
- No background papers.
- 2.55 pm 13. **Business Planning Group Report** (Pages 237 - 244)
- The report informs the Committee of the Business Planning Group meeting held on 11 November 2019, setting out the key issues discussed.
- The Committee is asked to endorse the contents of this report, support the updates to the work programme as recommended by the Business Planning Group and reflected in Appendix A, and note the latest Task and Finish Group Rolling Programme attached as Appendix B and make comments accordingly.
- 3.05 pm 14. **Requests for Call-in**
- 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.
- 3.06 pm 15. **Possible Items for Future Scrutiny**
- 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.
- 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.
- 3.20 pm 16. **Date of Next Meeting**
- The next meeting of the Committee will be held on 22 January 2020 at 10.30 am at County Hall, Chichester. Probable agenda items include:
- Budget 2020/21 including Treasury Management Strategy Statement
 - Whole Council Design
 - Horsham Enterprise Park (former Novartis site)
 - PropCo Joint Venture

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 8 January.

To all members of the Performance and Finance Select Committee

Webcasting

Please note: this meeting may be filmed for live or subsequent broadcast via the County Council's website on the internet - at the start of the meeting the Chairman will confirm if all or part of the meeting is to be filmed. The images and sound recording may be used for training purposes by the Council.

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.

Performance and Finance Select Committee

3 October 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	Mrs Sparkes
Mr Barrett-Miles	Mr Hillier	Mr Turner
Mr Crow, Arrived at 10.47	Mrs Kitchen	Mr Waight
Mr Edwards	Mr Smytherman	Dr Walsh

Apologies were received from Mr Fitzjohn, Mr Jones and Mr Oxlade

Also in attendance: Mr Hunt and Mr Lanzer

20. Declarations of Interest

20.1 In accordance with the code of conduct the following personal interests were declared: -

- Mr Smytherman in relation to item 5 (Total Performance Monitor as at end June 2019) as a member of the Local Governing Board of St Mary's RC Primary School Worthing and Governor of the Alternative Provision College for West Sussex
- Mr Waight in relation to item 6 (Capital Programme 2019/20 – 2023/24 Quarter 1 Performance Report) as a Member of Worthing Borough Council
- Mr High in relation to item 6 (Capital Programme 2019/20 – 2023/24 Quarter 1 Performance Report) as a member of the Adur & Worthing Growth Programme Public Realm Board and item 7 (Property development arrangements – update on progress in procurement of a property development enterprise) as Chairman of Worthing Borough Council's Planning Committee

21. Minutes of the last meeting of the Committee

21.1 Resolved – that the Minutes of the meeting held on 12 July 2019 be approved as a correct record and that they be signed by the Chairman.

22. Medium Term Financial Strategy (MTFS) Update 2020-21 and 2021-22

22.1 The Committee considered a report by the Cabinet Member for Finance and Resources (copy appended to the signed minutes) which was introduced by the Cabinet Member, Mr Hunt, who told the Committee: -

- The Medium-Term Financial Strategy (MTFS) had been revised following the announcement of the Spending Round 2019 (SR19) which

allocated funding for one year, and the increased pressure on the Council's expenditure due to the cost of the Children's Services Improvement Plan and the Fire & Rescue Service's Improvement Plan

- The Council's share of the SR19 grant for social care could be £11.3m
- There could be a £13m budget surplus in 2020-21 but this could easily be eradicated if exceptional circumstances arose
- Money from the reserves was being used for the Children's Services Improvement Plan and the Fire & Rescue Service's Improvement Plan

22.2 Summary of responses to Members' questions and comments: -

- The outcome of the Commissioner's review of Children's Services did not include financial implications and therefore the cost risks have not been included within the current MTFS
- The MTFS must show that the money the Council receives from the Adult Social Care aspect of the Council Tax precept will be spent on Adult Social Care (although it does not have to be allocated to specific areas) and declared to the Government
- All possibilities would be explored for allocating the £13m budget surplus
- The Committee recognised the uncertainties and budget pressures that exist nationally and that the Council still faces significant funding issues
- The Committee raised concerns over the extra income from on-street parking and the non-treatment of weeds on pavements

22.3 Resolved – that the Committee: -

- i. Asks the Cabinet Member for Highways and Infrastructure: -
 - a. Whether the extra income from on-street parking would be dependent on the outcome of the various programme reviews taking place around the county
 - b. Whether any savings resulting from the non-treatment of weeds on pavements could lead to uneven and damaged surfaces and trip hazards which could lead to increased claims and pavement repairs
- ii. Recognises that there is still a funding shortfall
- iii. Requests that the Cabinet Member for Finance and Resources reminds Cabinet colleagues that any unintended consequences are carefully considered when developing savings plans

23. Total Performance Monitor as at end of June 2019

23.1 The Committee considered a report by the Director of Finance and Support Services (copy appended to the signed minutes) which was introduced by the Cabinet Member for Finance and Resources who told the Committee: -

- The Total Performance Monitor (TPM) sets out how funds will be found to make all services, especially Children's Services and the Fire & Rescue Service, the best they can be

- It was possible that some money from reserves would be needed this year to balance the budget
- Work was on-going to find ways to mitigate the predicted overspend

23.2 The Director of Finance and Support Services told the Committee: -

- There had been positive discussions about identifying possible underspends
- There were proposals to utilise capital receipts flexibly to finance transformation

23.3 The Cabinet Member for Corporate Relations updated the Committee on the Whole Council Design (WCD) project saying: -

- The Council was trying to generate savings by changing how it delivered services via a more flexible workforce, more efficient use of technology to support residents and reducing administrative functions
- Expectations were high, but some money had been diverted to Children's Services which affected the delivery of WCD
- There was scope to review how the programme was administered
- WCD was an essential programme with potential to produce long-term savings

23.4 Summary of responses to Members' questions and comments: -

- The budget set out for the Children's Improvement Plan is based on information to date, if the Commissioner identifies other issues these will need to be funded. This may mean using reserves.
- There was concern about finding future savings without knock-on effects – savings proposals were always challenged by Cabinet Members, and officers should be thanked for finding possibilities in an extremely difficult situation
- There was concern that the TPM presented to the Committee was out of date – better scheduling of meetings or an update paper would be useful
- The Children & Young People's Services Select Committee had looked at the lack of capacity in schools for children with special needs and learned that five special support centres had been set-up this year and that more would follow – this should reduce the number of children being placed out of county
- The new appraisal system aimed to be beneficial to staff, managers and ultimately residents
- The number of officers completing appraisals was as expected for a new system
- Any concerns with resourcing the new appraisal system and non-performance should be passed to the Director of Human Resources and Organisational Change
- Concerns around the predicted savings linked to the Shaw Homes contract should be raised with the Executive Director for People Services via the Health & Adult Social Care Select Committee
- The Cabinet Member for Corporate Relations would provide a response to concerns about money being spent on new office furniture when the Council's budget was strained

- The Council was not completely struggling to identify the £1.5m savings for 2019/20 identified through the WCD programme and was offering up targets on a year by year basis to avoid any non-achievement of savings
- Proposals for WCD needed to be developed fully through business cases before possible staff reductions were known
- A timetable was being developed to give assurance and confidence that the WCD savings identified in the Medium-Term Financial Strategy for 2020-21 (£5.3m) and 2021-22 (£3.5m) were achievable as there are issues achieving the savings identified for 2019/20. Work is also on-going to improve the monitoring of the programme.
- Delivery plans for WCD were being strengthened and a lot of positive work had taken place improving online accessibility for residents
- The changes being made through WCD should be better publicised
- The Committee supported WCD, but felt more urgency and focus was required and wanted to see more detail on the programme costs and savings

23.5 Resolved: - that the Committee: -

- i. Asks the Health & Adult Social Care Select Committee to look into issues around the Shaw Homes contract
- ii. Recognises the continuing challenge to achieve savings
- iii. Supports the Whole Council Design programme, but needs more insight and asks for more in-depth information on expenditure and savings at a future meeting of the committee
- iv. Feels that Committee meetings should be scheduled closer to publication of the Total Performance Monitor or an update paper produced if the report is out of date

24. Capital Programme 2019/20 - 2023/24 Quarter 1 Performance Report

24.1 The Committee considered the Capital Programme 2019/20 – 2023/24 Quarter 1 Performance Report (copy appended to the signed minutes) which was introduced by Matt Hall, Capital Programme Manager Resource Services, who highlighted the following: -

- The Local Enterprise Partnership decision on the A29 project was expected in October
- A review of options was taking place for the Woodlands Meed project and the capital design phase was in delivery
- The Windmills Junior School project was now reporting as Green
- The Fire Accommodation project had been completed
- One of four targets for the A285 Road Safety project was at risk due to a change in reporting methodology by Sussex Police – the success of the project could be assessed by the other three targets
- The recording of the benefit in relation to the take-up of new school places targets would be staggered in future to better reflect what happens in practice

24.2 Summary of responses to Members' questions and comments: -

- Efforts were being made, including discussions with the Local Enterprise Partnership to ensure there was enough money to complete the northern stage of the A259 corridor improvements – the challenge was the £10m cost of a viaduct
- Worthing Growth Programme Board had decided to go for better quality work on Portland Road, raising the project cost from £1m to £2.7m jeopardising the South Street project - Worthing Borough Council was therefore bidding for more money to complete other projects
- There was no capital funding for alternative education provision currently provided in the capital programme, this is addressed within the Council's Asset Strategy and included in the programme as required
- There was concern that the Council's reputation would suffer if the Woodlands Meed project could not be delivered
- The Children Looked After project was at risk because seven beds were delivered instead of seven bedrooms so one bed could not be used
- Final sign-off of the PropCo Angel's Nursery, Barnham was imminent

24.3 Resolved – that the Committee: -

- i. Raises concerns over the funding of the Worthing Growth Programme and why costs have substantially increased
- ii. Raises concerns about the capacity of alternative school provision and whether capital input is required
- iii. Asks to be provided with further information in relation to the Woodlands Meed project and that clear communication about the project is issued

25. Property development arrangements - update on progress in procurement of a property development enterprise

25.1 The Committee considered a report by the Executive Director Resource Services (copy appended to the signed minutes) which was introduced by Malcolm Mayo, Technical Project Manager who told the Committee: -

- Carter Jonas had been appointed as strategic property adviser to assist the project based on finance and quality assessments and had experience advising other councils on similar projects
- There had been six responses to the Legal Services tender and quality assessments were now taking place – all have relevant experience and are within budget
- The agreement with Legal Services needs to set out what the Council wants to achieve, how it wants to be protected, how risks will be dealt with, how partnership agreements are set-up with the operating company, the way land is protected, the way companies operate and the way money comes back to the Council – Carter Jonas and the Council's legal team will be able to assist with this
- Next steps are to complete appointments and carry out due diligence on how companies will be set-up, how the operation will run, how

procurement will work and what sites will be included, how returns will work and what the Council's market positioning will be

25.2 Summary of responses to Members' questions and comments: -

- The Cabinet Member Decision Report due in December would list the sites to be included in the short/medium-term
- The project would start with eight to ten sites that give the best revenue and capital returns with others added as the project progressed
- The Council would work with the joint venture company to determine the financial viability of each site – this would determine the order in which they were developed
- Local Members would be advised if a site in their area was included and they would have opportunity to comment on developments through the usual planning process
- The joint venture company will be separate to the Council and will have to abide by planning laws
- The possibility of working with other local authorities in West Sussex could be explored

25.3 Resolved – that the Committee requests: -

- i. That the decision report contains a list of sites to be included in the joint venture
- ii. That local Members are kept up to date and consulted
- iii. The Cabinet Member for Finance and Resources considers whether there are any opportunities to work with other local authorities within West Sussex

26. Forward Plan of Key Decisions

27.1 The Committee considered the Forward Plan of Key Decisions (copy appended to the signed minutes) and had concerns over the future of small schools. The Cabinet Member for Finance and Resources assured the Committee that the decision had been made to undertake consultation only at this stage.

27.2 Resolved – that the Committee notes the Forward Plan of Key Decisions.

27. Possible Items for Future Scrutiny

26.1 The following subjects were suggested: -

- Whole Council Design
- Preparedness for Brexit
- Working with other local authorities in West Sussex – covered by county local committees, individual select committees or the West Sussex Joint Scrutiny Steering Group

26.2 Resolved – that Whole Council Design and Preparedness for Brexit will be considered by the Business Planning Group for possible inclusion in the Committee's work programme.

28. Date of Next Meeting

28.1 The next meeting of the Committee will take place at 10.30 on 5 December 2019. Fees and Charges will be an additional item at that meeting.

The meeting ended at 1.47 pm

Chairman

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Responses to Recommendations

Recommendation to the Cabinet Member for Finance and Resources	Response from Cabinet Member for Finance and Resources
<p>a. The Committee requests that the Cabinet Member for Finance and Resources reminds Cabinet colleagues that any unintended consequences are carefully considered when developing savings plans.</p> <p>b. The Committee requests: -</p> <ul style="list-style-type: none"> i. That the decision report contains a list of sites to be included in the joint venture ii. That local Members are kept up to date and consulted iii. The Cabinet Member for Finance and Resources considers whether there are any opportunities to work with other local authorities within West Sussex. 	<p>a. I am happy to reassure the Committee that, when working on savings proposals, both officers and cabinet members do look at the impact those savings might have, including considering, as far as possible, any unintended consequences. However, as per your request, I will ensure that I remind my cabinet colleagues to consider any such consequences when reviewing their savings proposals.</p> <p>b. To take your points in turn:</p> <ul style="list-style-type: none"> i. It is intended, as mentioned at Committee, that the Cabinet Member decision report would list the sites to be included in the short/medium-term. The Committee can be assured that decision reports are required to contain all the relevant information needed in sufficient detail to enable the decision maker to fully consider the proposed recommendations. ii. It is our practice to consult local members on all property review decisions on sites in their divisions. iii. How we might interact with our District and Borough colleagues is something that we will be considering as we progress our work.

Recommendation to the Cabinet Member for Highways and Infrastructure	Response from Cabinet Member for Highways and Infrastructure
<p>The Committee asks the Cabinet Member for Highways and Infrastructure:</p> <p>a. Whether the extra income included within the Medium-Term Financial Strategy from on-street parking would be dependent on the outcome of the various programme reviews taking place around the county?; and</p> <p>b. Whether any savings resulting from the non-treatment of weeds on pavements could lead to uneven and damaged surfaces and trip hazards which could lead to increased claims and pavement repairs?</p>	<p>a. The extra income is partly conditional on the programme of Road Space Audit (RSA) reviews but not entirely. The extra income from the RSA programme is an estimate of the amount of currently unrestricted kerb space in our towns that may now require positive management. Extra income is also expected from the annual review of existing on-street parking charges required to ensure our traffic management objectives are maintained.</p> <p>In addition, savings are expected via increased operational efficiency as a result of a full review of the parking service and the take up in the district and borough councils of a new and single back office system.</p> <p>Delays in any part of the above programmes of work will result in reduced income / savings and so put greater pressure on other areas of the highways, transport and planning budget.</p> <p>b. Weed growth is being managed within the available budget and prioritises safety. Inevitably, there is an increased risk to users as service levels are reduced but the County Council’s assessment is that the overall risk associated with the current approach is acceptable. The condition of footways is affected by a number of factors and weed growth is just one that needs to be managed.</p> <p>The way the County Council has approached risk assessment with regards to maintenance activities is set out in the document “Highway Infrastructure Maintenance Levels 2019/20” – that can be found on the web site here</p>

	<p>(https://westsussex.moderngov.co.uk/documents/s10759/Appendix - draft Highway Infrastructure Maintenance Plan.pdf)</p> <p>Risks are determined using a standard approach that takes into account key factors (safety, traffic, access and damage) as well as the network hierarchy. The full process is set out in the document along with the risk matrices used to determine the risk "scores". Mitigation is then considered for each risk element – including the application of the service itself.</p> <p>Each service element is assessed independently. The risks will be reviewed on a regular basis and will always be reviewed if there is reason to believe they are not accurately reflecting the conditions on the network.</p>
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Forward Plan of Key Decisions

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

- **Best Start in Life** (those concerning children, young people and schools)
- **A Prosperous Place** (the local economy, infrastructure, highways and transport)
- **A Safe, Strong and Sustainable Place** (Fire & Rescue, Environmental and Community services)
- **Independence in Later Life** (services for older people or work with health partners)
- **A Council that Works for the Community** (finances, assets and internal Council services)

The most important decisions will be taken by the Cabinet sitting in public. The [schedule of monthly Cabinet meetings](#) is available on the website. The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the County Council's website 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. [Published decisions](#) are also available via the website.

A key decision is one which:

- Involves expenditure or savings of £500,000 or more (except 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:

Decision	A summary of the proposal.
Decision By	Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public.
West Sussex Plan priority	Which of the five priorities in the West Sussex Plan the proposal affects.
Date added	The date the proposed decision was added to the Forward Plan.
Month	The decision will be taken on any working day in the month stated. If a Cabinet decision, it will be taken at the Cabinet meeting scheduled in that month.
Consultation/ Representations	How views and representations about the proposal will be considered or the proposal scrutinised, including dates of Select Committee meetings.
Background Documents	The documents containing more information about the proposal and how to obtain them (via links on the website version of the Forward Plan). Hard copies are available on request from the decision contact.
Author	The contact details of the decision report author
Contact	Who in Democratic Services you can contact about the entry

Finance, assets, performance and risk management

Each month the Cabinet Member for Finance reviews the Council's budget position and may take adjustment decisions. A similar monthly review of Council property and assets is carried out and may lead to decisions about them. These are noted in the Forward Plan as 'rolling decisions'.

Each month the Cabinet will consider the Council's performance against its planned outcomes and in connection with a register of corporate risk. Areas of particular significance may be considered at the scheduled Cabinet meetings.

Significant proposals for the management of the Council's budget and spending plans will be dealt with at a scheduled Cabinet meeting and shown in the Plan as strategic budget options.

For questions contact Helena Cox on 033022 22533, email helena.cox@westsussex.gov.uk.

Published: 21 November 2019

Forward Plan Summary

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

Page No	Decision Maker	Subject Matter	Date
 Best Start in Life			
5	Director of Finance and Support Services	Southwater Infant and Junior Schools - Additional Funding Replacement Accommodation	November 2019
5	Director of Finance and Support Services	Award of Contract for the expansion of Manor Green Primary School, Crawley	November 2019
6	Cabinet Member for Education and Skills	SEND and Inclusion Strategy 2019-2024	November 2019
7	Cabinet Member for Education and Skills	Replacement All Weather Pitch at The Weald Community School, Billingshurst	November 2019
8	Cabinet Member for Children and Young People	Adoption of the West Sussex Children First Strategy	December 2019
9	Cabinet	Woodlands Mead College Site, Burgess Hill - Allocation of Funding for Project Delivery	January 2020
10	Cabinet	Small Schools Proposals	January 2020
10	Cabinet Member for Education and Skills	Provision of new school hall at Thorney Island Primary School	April 2020
 A Prosperous Place			
11	Director of Highways, Transport and Planning	A29 Realignment Scheme - award of design contract	November 2019
12	Director of Highways, Transport and Planning	Concessionary Travel Scheme - award of bus pass manufacture and administration contract	November 2019
13	Acting Executive Director Place Services	Chichester Southern Gateway	November 2019
14	Acting Executive Director Place Services	Worthing Public Realm Works - Adur and Worthing Growth Programme	November 2019
15	Cabinet Member for Highways and Infrastructure	Review of on-street parking charges and related policy - phase two	December 2019
17	Cabinet Member for Highways and Infrastructure	Transport for the South East: response to consultation on draft Transport Strategy	January 2020
 A Strong, Safe and Sustainable Place			
17	Chief Fire Officer	Procurement of replacement wheelchair accessible mini buses	November 2019
18	Executive Director Adults and Health	Community Based Social Support Award of Contract	November 2019

19	Cabinet	Electric Vehicle Strategy	December 2019
20	Acting Executive Director Place Services	Worthing Community Hub Award of Contract	December 2019
21	Executive Director Adults and Health	Technology Enabled Care (TEC) Award of Contract	December 2019
22	Director of Public Health	Contract for Provision of Children, Young People and Adults, who use Alcohol and / or Drugs, their Families and Carers extension	December 2019
23	Executive Director People Services	Hospital Discharge Care Service Award of Contract	January 2020
23	Cabinet Member for Adults and Health	Supported Living Services Procurement	March 2020



Independence in Later Life

25	Cabinet Member for Adults and Health	Development of an Extra Care Housing Scheme in East Grinstead	November 2019
25	Cabinet Member for Adults and Health	Commissioning of Care and Support at Home	November 2019
27	Cabinet Member for Adults and Health	Review of In-house Residential Care	January 2020



A Council that works for the Community

28	Cabinet Member for Economy and Corporate Resources	Procurement of a Business Management Solution	November 2019
29	Cabinet Member for Economy and Corporate Resources	Procurement "Soft" Facilities Management Services Contract	November 2019
29	Leader	Endorsement of bids to Coast to Capital LEP: West Sussex Full Fibre Programme	November 2019
30	Acting Executive Director Place Services	Award of Contract for Self Service Library Kiosks	November 2019
31	Cabinet Member for Finance	Lease of vacant residential properties to a Registered Provider	December 2019
32	Acting Executive Director Place Services	Central Buying Consortium Library Group Award of Contract	December 019
33	Cabinet Member for Finance, Leader	Total Performance Monitor (Rolling Entry)	Between April 2019 and March 2020
34	Cabinet Member for Finance	Property Review (Rolling Entry)	Between April 2019 and March 2020

Strategic Budget Options 2020/21

34	Cabinet	Creation of Additional Special Support Centres in Schools - Phases 2 and 3	December 2019
35	Cabinet	Review of Library Offer	December 2019
36	Cabinet	Local Assistance Network (LAN)	December 2019

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37	Cabinet	Reduction in Funding for Recycling Credits	December 2019
38	Cabinet	Review of Fees and Charges	January 2020
38	Cabinet	Reduction in the Post-16 Support Service	January 2020

Best Start in Life

Director of Finance and Support Services

Southwater Infant and Junior Schools - Additional Funding Replacement Accommodation	
<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 ES03 (18/19)).</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 Director Finance and Support Services will be asked to approve an increase in budget, funded from received Section 106 contributions, to allow the project to progress.</p>	
Decision by	Katharine Eberhart - Director of Finance and Support Services
West Sussex Plan priority	Best Start in Life
Date added	7 August 2019
Month	November 2019
Consultation/ Representations	Cabinet Member for Finance and Resources Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Carol Bruce Tel: 033 022 23055
Contact	Suzannah Hill Tel. 033 022 22551

Director of Finance and Support Services

Award of Contract for the expansion of Manor Green Primary School, Crawley	
<p>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.</p>	

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To accommodate the additional pupils two further classrooms will need to be built. The Cabinet Member for Education and Skills approved the allocation of funds required to enable this project to proceed and to delegate authority to the Director of Property and Assets to award the contract for the works - Decision ref: [ES05 \(19/20\)](#)

The Director of Property and Assets will be asked to award the construction contract to expand Manor Green Primary School.

Decision by	Andrew Edwards - Director of Finance and Support Services
West Sussex Plan priority	Best Start in Life
Date added	30 July 2019
Month	November 2019
Consultation/ Representations	School Representations concerning this proposed decision can be made to the Acting Chief Executive via the author or officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Carol Bruce Tel: 033 022 23055
Contact	Monique Smart - Tel: 033 022 22540

Cabinet Member for Education and Skills

SEND and Inclusion Strategy 2019-2024

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.

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.

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.

Decision by	Mr Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life

Date added	11 July 2019
Month	November 2019
Consultation/ Representations	<p>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 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>
Background Documents (via website)	None
Author	Helen Johns Tel: 07715 616560
Contact	Monique Smart - Tel: 033 022 22540

Cabinet Member for Education and Skills

Replacement All Weather Pitch at The Weald Community School, Billingshurst	
<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>	
Decision by	Mr Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	21 August 2019
Month	November 2019
Consultation/ Representations	School Cabinet Member for Finance and Resources

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	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.
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Monique Smart - Tel: 033 022 22540

Cabinet Member for Children and Young People

Adoption of the West Sussex Children First Strategy	
<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>	
Decision by	Mrs Russell - Cabinet Member for Children and Young People
West Sussex Plan priority	Best Start in Life
Date added	27 August 2019
Month	December 2019
Consultation/ Representations	<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>

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

Cabinet

Woodlands Meed College Site, Burgess Hill - Allocation of Funding for Project Delivery	
<p>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.</p> <p>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.</p> <p>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.</p>	
Decision by	Mr Jupp - Cabinet
West Sussex Plan priority	Best Start in Life
Date added	1 July 2019
Month	January 2020
Consultation/ Representations	<p>School Cabinet Member for Finance and Resources</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>
Background Documents (via website)	Cabinet Member Decision ES18(18/19)
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Monique Smart - 033 022 22540

Cabinet

Small Schools Proposals	
<p>In September 2019 the Cabinet Member for Education and Skills took a decision (decision reference ES02(19/20)) to approve the commencement of a consultation in relation to proposals for change at the at all, none or any of the following schools:-</p> <ul style="list-style-type: none"> • Clapham and Patching CE Primary School, Clapham, Worthing • Compton and Up Marden CE School, Compton, Chichester • Rumboldswyke CE Infants' School, Chichester • Stedham Primary School, Stedham, Midhurst • Warninglid Primary School, Warninglid, Haywards Heath <p>The consultation is due to end in late November 2019. Following assessment of the outcome of the consultation, should specific proposals for any of the schools listed emerge, the Cabinet Member for Education and Skills will be asked to agree to launch a consultation seeking views on these specific proposals.</p>	
Decision by	Mr Jupp - Cabinet
West Sussex Plan priority	Best Start in Life
Date added	25 October 2019
Month	January 2020
Consultation/ Representations	<p>Schools Governing Bodies Diocese of Chichester Education Parents and carers Small Schools Task and Finish Group Children and Young People's Services Select Committee 9 January 2019</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>
Background Documents (via website)	None
Author	Graham Olway Tel: 033 022 23029
Contact	Monique Smart Tel: 033 022 22540

Cabinet Member for Education and Skills

Provision of new school hall at Thorney Island Primary School
<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>

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.	
Decision by	Mr Jupp - Cabinet Member for Education and Skills
West Sussex Plan priority	Best Start in Life
Date added	21 August 2019
Month	April 2020
Consultation/ Representations	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
Background Documents (via website)	None
Author	Leigh Hunnikin Tel: 033 022 23051
Contact	Monique Smart - Tel: 033 022 22540

A Prosperous Place

Director of Highways, Transport and Planning

A29 Realignment Scheme - award of design contract

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.

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.

In February 2019, the Cabinet Member for Highways and Infrastructure [delegated authority](#) 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.

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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.	
Decision by	Matt Davey - Director of Highways, Transport and Planning
West Sussex Plan priority	A Prosperous Place
Date added	18 July 2019
Month	November 2019
Consultation/ Representations	Public consultation took place between 26 February – 26 April 2019 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.
Background Documents (via website)	None
Author	Elaine Martin Tel: 033 022 24105
Contact	Judith Shore Tel: 033 022 26052

Director of Highways, Transport and Planning

Concessionary Travel Scheme - award of bus pass manufacture and administration contract	
<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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 <p>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.</p>	
Decision by	Matt Davey - Director of Highways, Transport and Planning
West Sussex Plan priority	A Prosperous Place

Date added	2 September 2019
Month	November 2019
Consultation/ Representations	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.
Background Documents (via website)	None
Author	Nicholas Thomas Tel: 033 022 26718
Contact	Judith Shore Tel: 033 022 26052

Acting Executive Director Place Services

Chichester Southern Gateway
<p>The Chichester Growth Deal defines joint growth priorities for West Sussex County Council (WSCC) and Chichester District Council (CDC) including the delivery of housing, employment and leisure space, improved connectivity and improved public realm as identified in the Adopted Southern Gateway Masterplan. The Southern Gateway Masterplan includes the development of WSCC land at the former Year 7 Block and the current all-weather hockey pitch at Chichester High School.</p> <p>A Collaboration Agreement between WSCC and CDC commits each authority to the MasterPlan objectives and supports the procurement process, led by CDC to appoint a Development Partner.</p> <p>CDC published an Official Journal of the European Union (OJEU) procurement notice in April 2019 and a Leader Decision in June 2019 (LDR01 19.20) supported WSCC entering the procurement process and that the Executive Director Place Services be given delegated authority to enable the County Council to join the procurement process for a development partner and to make an appointment if so advised.</p> <p>Through that procurement process, should a development partner demonstrate that the WSCC valuation of its land and other key identified evaluation criteria can be met, WSCC would be committed to the appointment of a development partner and completion of a Development Agreement (WSCC would not be committed if the valuation / key evaluation criteria were not considered to be met).</p> <p>CDC have led the OJEU procurement process to identify a potential Development Partner with bidders anticipated to submit detailed solutions to the District Council in October 2019. This process will result in a recommendation for the appointment of a bidder in November 2019 should it be demonstrated that the WSCC valuation of its land and other key identified evaluation criteria can be met.</p> <p>The Acting Chief Executive will be asked to:</p>

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	<ul style="list-style-type: none"> Consider the outcome of the Procurement Process in order to determine WSCC's involvement in the appointment of a Development Partner Should it be demonstrated that the WSCC valuation of its land and other key identified evaluation criteria can be met, The Executive Director Place Services will be asked to support the appointment of a Development Partner for the Southern Gateway and for WSCC to enter into a Development Agreement in relation to the WSCC land with the District Council and the Development Partner.
Decision by	Steve Read - Acting Executive Director Place Services
West Sussex Plan priority	A Prosperous Place
Date added	16 October 2019
Month	November 2019
Consultation/ Representations	<p>Cabinet Member for Economy and Corporate Resources, Local Members and the Chichester Growth Board.</p> <p>Representations concerning this proposed decision can be made to the Acting Chief Executive via the author or officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Paul Jackson-Cole Tel: 033 022 25445
Contact	Suzannah Hill Tel: 033022 22551

Acting Executive Director Place Services

Worthing Public Realm Works - Adur and Worthing Growth Programme
<p>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.</p> <p>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.</p>

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 Acting Chief Executive 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.

Decision by	Steve Read - Acting Executive Director Place Services
West Sussex Plan priority	A Prosperous Place
Date added	13 May 2019
Month	November 2019
Consultation/ Representations	Cabinet Member for Economy and Corporate Resources. 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 Acting Chief Executive via the author or service contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Patrick Griffin Tel: 03302224562
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Highways and Infrastructure

Review of on-street parking charges and related policy - phase two

Agenda Item 5

As Highway Authority, the County Council is responsible for managing on-street parking. This includes setting on-street parking charges at appropriate levels to deliver the County Council's objectives for parking management, as set out in the Integrated Parking Strategy.

The on-street parking charges review for 2019/20 has been carried out in two phases, the first of which was [approved](#) by the Cabinet Member for Highways and Infrastructure in July 2019. This second phase outlines options for a further review of some on-street parking charges, all of which will require a separate TRO advertisement. These include:

- A new 6-month Resident, Non-Resident, Healthcare, Carer, Countywide, Trader and Doctor permit.
- A standard cost for Hotel permits (Worthing only)
- Changes to the charges in Crawley Library Car Park
- For Resident and Non-Resident permits, a proposed reduction for low emission vehicles

The options under consideration include adjustments to parking charges to make improvements to the administration of the residents' parking schemes, correcting any imbalance that exists between the on and off-street charges in some towns, taking account of inflation and helping to facilitate future improvements in service provision.

The Cabinet Member for Highways and Infrastructure will be asked to approve the formal advertisement of proposals which, subject to the receipt of no significant objections, will be implemented in spring 2020.

Decision by	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	8 November 2019
Month	December 2019
Consultation/ Representations	County Councillors District/Borough Councils Sussex police Transport operators Other stakeholders 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.
Background Documents (via website)	None
Author	Miles Davey Tel: 033 022 26688
Contact	Judith Shore 033 022 26052

Cabinet Member for Highways and Infrastructure

Transport for the South East: response to consultation on draft Transport Strategy

Transport for the South East (TfSE) is the sub-national transport body, currently operating in shadow form, which covers Berkshire, East Sussex, Hampshire, Kent, Surrey, and West Sussex. It has the twin purpose of facilitating the delivery of a regional transport strategy and promoting economic growth in the South East. With regard to the first purpose, [TfSE is consulting on a draft Transport Strategy](#), which aims to shape the South East as a region economically, technologically and environmentally over the next 30 years, and change the way that investment is made in transport. It addresses issues such as connectivity, reliability, collaboration, 'smart' technology, health and well-being, air quality, accessibility, safety, carbon and climate change, and other environmental impacts. The deadline for comments is 10 January 2020.

The review of the County Council's Local Transport Plan will need to be consistent with the Transport Strategy. It will also be the starting point for bids by TfSE to Government and other bodies for funding to deliver new and improved strategic transport infrastructure, including schemes in West Sussex.

The Cabinet Member for Highways and Infrastructure will be recommended to approve the County Council's consultation response.

Decision by	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added	1 November 2019
Month	January 2020
Consultation/ Representations	District & Borough councils South Downs National Park Authority Environment, Communities and Fire Select Committee, January 2020 Elected Members 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.
Background Documents (via website)	None
Author	Darryl Hemmings Tel: 033 022 26437
Contact	Judith Shore 033 022 26052

A Strong, Safe and Sustainable Place

Chief Fire Officer

Procurement of replacement wheelchair accessible mini buses

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The Council operates a Fleet Assessment Management Plan that details the vehicles and equipment due for replacement over a rolling 5 year period.

During 2020/21 there is a requirement to replace a number of wheelchair accessible minibuses used to support the provision of school transport as well as some adult services operations.

Within the scope of this decision there are 33 vehicles due for replacement.

It is proposed that the procurement is carried out using an external, multi-supplier Framework Agreement using an agreed specification.

Delivery of the vehicles would be expected during Financial Year 2020/21.

The value for this purchase is approximately £2,000,000 and will be funded via the Council's Capital Programme.

The Chief Fire Officer will be asked to agree; the commencement of a procurement using an external Framework Agreement to replace wheelchair accessible minibuses.

Decision by	Sabrina Cohen-Hatton - Chief Fire Officer
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	16 October 2019
Month	November 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Chief Fire Officer, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Mace Tel: 033 022 25443
Contact	Erica Keegan Tel: 033 022 26050

Executive Director Adults and Health

Community Based Social Support Award of Contract

The County Council is committed to providing early help and prevention services to adults across the County which support people to remain outside of personal budget funded services for as long as possible, maximising individual strengths and local assets to support this outcome.

In April 2019 the Cabinet Member for Adults and Health approved the procurement of community based social support for people with lifelong disabilities, autism and/or

complex needs. Following Key Decision [AH02 \(19/20\)](#) the tender process commenced in June 2019.

Following completion of a compliant, open and competitive procurement experienced providers have been found.

The Executive Director Adults and Health is requested to award the contract to the bidders that have provided the most advantageous tender.

Decision by	Kim Curry - Executive Director Adults and Health
West Sussex Plan priority	A Stong, Safe and Sustainable Place
Date added	8 October 2019
Month	November 2019
Consultation/ Representations	<p>Extensive stakeholder consultation and engagement has informed this procurement including an online survey and market event. In addition, Impact Advocacy service facilitated focus groups to help the council understand prevention service experiences to inform the re-commissioning process.</p> <p>Representations concerning this proposed decision can be made to the Executive Director People Services, via the officer contact, by the end of October 2019.</p>
Background Documents (via website)	None
Author	Lisa Loveman Tel: 033 022 23430
Contact	Erica Keegan Tel: 0330 033 26050

Cabinet

Electric Vehicle Strategy

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.

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The Cabinet Member for Environment will be asked to approve the Electric Vehicle Strategy.	
Decision by	Mrs Urquhart - Cabinet
West Sussex Plan priority	A Strong, Safe and Sustainable Place A Prosperous Place
Date added	18 July 2019
Month	December 2019
Consultation/ Representations	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.
Background Documents (via website)	None
Author	Ruth O'Brien Tel: 033 022 26455
Contact	Judith Shore Tel: 033 022 26052

Acting Executive Director Place Services

Worthing Community Hub Award of Contract	
<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 Acting Executive Director 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>	
Decision by	Steve Read - Acting Executive Director Place Services
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	9 April 2019

Month	December 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Acting 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.
Background Documents (via website)	None
Author	Lesley Sim Tel: 0330 022 24786
Contact	Erica Keegan Tel: 033 022 26050

Executive Director Adults and Health

Technology Enabled Care (TEC) Award of Contract	
<p>On 19 March 2019 the Cabinet Member for Adults and Health approved the recommencement of the procurement of an all age countywide Technology Enabled Care service (TEC) and delegated authority to the Director of Adults Services (DASS) to let the contract on the basis of the most economically advantageous bid. (Report Ref: AH16 18/19)</p> <p>The recommended option was the procurement of a TEC provider, specifically a TEC development partner, thereby replacing the existing telecare provision with an offer broader than the current one. This will involve working in partnership with the development partner to identify and develop new products and approaches for supply to customers. The ability to specify the service, albeit with the need to ensure that there is sufficient flexibility within the contract to enable the Council and development partner to adapt, innovate and be flexible is designed to permit the Council to manage the relationship in the way that it wishes to.</p> <p>The procurement process is now complete and the Executive Director Adults and Health is asked to approve the award of contract for commencement on 1 April 2020.</p>	
Decision by	Kim Curry - Executive Director Adults and Health
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	13 November 2019
Month	December 2019
Consultation/ Representations	Consultation undertaken through the development of the Technology Enabled Lives Strategy.

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	Representations concerning this proposed decision can be made to the Executive Director Adults and Health via the officer contact.
Background Documents (via website)	None
Author	Chris Jones Tel: 0330 022 28249
Contact	Erica Keegan Tel: 0330 022 26050

Director of Public Health

Contract for Provision of Children, Young People and Adults, who use Alcohol and / or Drugs, their Families and Carers extension	
<p>The County Council currently provides a service to support children, young people and adults affected by alcohol and other drug use, and their families and carers in West Sussex.</p> <p>The service is an all age, county wide service working with people who misuse alcohol and drugs and provides:</p> <ul style="list-style-type: none"> - Harm reduction and needle syringe provision - Engagement and early interventions - Structured treatment including specialist prescribing - Assessment for onward referral to detox and residential rehabilitation* - Blood Borne Virus testing and vaccination - Education, training and employment support - Peer mentoring - Support to families and carers <p>The current contract expires in May 2021, with an option to extend for a further two years. The Director for Public Health will be asked to approve an extension to the current contract to May 2023.</p>	
Decision by	Anna Raleigh - Director of Public Health
West Sussex Plan priority	A Strong Safe & Sustainable Place
Date added	15 November 2019
Month	December 2019
Consultation/ Representations	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.
Background Documents (via website)	None

Author	Moira Jones Tel: 033 022 28694
Contact	Erica Keegan 033 022 26050

Executive Director People Services

Hospital Discharge Care Service Award of Contract	
<p>Health and social care in West Sussex are working together to develop and implement a pathway for people who are medically fit for discharge from acute hospitals but who may have continuing health or social care needs. People meeting these criteria and who do not require 24 hour care would be supported to return home immediately through this 'Home First' pathway without having their care needs assessed in hospital. In August 2019, the Executive Director People Services approved the commencement of a procurement process for new hospital discharge care services (Report Ref: OKD15 19/20) that will form one part of the multi-agency approach to the 'Home First' care pathway.</p> <p>Following the completion of the procurement process the Executive Director Adults and Health will be asked to award contracts for hospital discharge care services to commence delivery from April 2020.</p>	
Decision by	Kim Curry - Executive Director People Services
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	8 November 2019
Month	January 2020
Consultation/ Representations	Representations concerning this proposed decision can be made to the Executive Director Adults and Health, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Juliette Garrett Tel: 033 022 223748
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Adults and Health

Supported Living Services Procurement
<p>Supported Living services are care, support and accommodation services purchased by the Council on behalf of people who have been assessed as having eligible social care needs. These services support people to live more independently through the provision of personal care and outreach support.</p>

The council currently commissions the majority of these services from a framework agreement which first commenced in April 2012 (Supported Living & Personal Support for Adults with Learning Disability Framework). In 2016 a new framework was let (Supported Living and Family Support Services for adults with learning disabilities and disabled children and young people in West Sussex Framework). This framework ends in March 2021.

The commissioning of supported living 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 more people to live in settled accommodation, with their family or in their own tenancy, for longer. The council will develop new arrangements considering: the challenges faced in the market - particularly around recruitment and retention of staff; the provision for increasingly complex individuals; the need to strengthen community networks and maximise customer independence; and develop services which meet the expectations of customers and their families.

Following the review and wide-ranging stakeholder engagement, the Cabinet Member for Adults and Health will be asked to approve the commencement of a procurement process to source the future supported living services and delegate authority for Contract Award to the Executive Director People Services.

Decision by	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added	16 October 2019
Month	March 2020
Consultation/ Representations	<p>Key Stakeholder engagement will inform this procurement including an online survey and market event.</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>
Background Documents (via website)	None
Author	Alison Nuttall Tel: 033 022 25936
Contact	Erica Keegan Tel: 033 022 26050

Independence in Later Life

Cabinet Member for Adults and Health

Development of an Extra Care Housing Scheme in East Grinstead

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.

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

Cabinet Member for Adults and Health

Commissioning of Care and Support at Home

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.

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.

Given the strategic context in which this recommissioning is set, Care and Support at Home shall ensure that it:

- Enables people to be independent for longer in their home, having choice and control over their care which is personalised for their needs.
- Stimulates the care market to build capacity and deliver sustainable and high quality care, including a skilled, valued and sustainable workforce.
- Strengthens community networks and supports people closer to where they live. Including increasing the number of Direct Payments.
- Works in partnership with providers, the NHS, communities, the independent and voluntary 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.

Decision by	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	2 September 2019
Month	November 2019
Consultation/ Representations	<p>Public consultation available until 15 Sept 2019 at: www.westsussex.gov.uk/csh</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>
Background Documents	None.

(via website)	
Author	Juliette Garrett Tel: 033 022 223748
Contact	Erica Keegan Tel: 0330 022 26050

Cabinet Member for Adults and Health

Review of In-house Residential Care	
<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"> • To increase access to new models of supported and independent living, • To review the position and place of in-house residential care in the market, • 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, • Using a strengths-based approach to improve value for money and support choice and control, • To support young people as they approach adulthood with realistic expectations, • To build long-term sustainable solutions based on expected future demand and capacity modelling and • To develop positive relationships with the market, delivering value for money across all aspects of care and support. <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"> 1) the outcome of an initial review phase of in-house residential care 2) the plans for a wider review of in-house residential care and the development of an accommodation strategy for adults. 	
Decision by	Mrs Jupp - Cabinet Member for Adults and Health
West Sussex Plan priority	Independence in Later Life
Date added	30 July 2019
Month	January 2020
Consultation/ Representations	<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 & Health via the author or</p>

	officer contact by the beginning of the month in which the decision is to be taken.
Background Documents (via website)	None
Author	Catherine Galvin Tel: 033 022 24869
Contact	Erica Keegan - 033 022 26050

A Council that works for the Community

Cabinet Member for Economy and Corporate Resources

Procurement of a Business Management Solution	
<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>	
Decision by	Mr Lanzer - Cabinet Member for Economy and Corporate Resources
West Sussex Plan priority	A Council that works for the Community
Date added	25 June 2019
Month	November 2019
Consultation/ Representations	<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>
Background Documents (via website)	None
Author	Nadine Muschamp Tel: 033 022 23258

Contact	Suzannah Hill 033 022 22551
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Cabinet Member for Economy and Corporate Resources

Procurement "Soft" Facilities Management Services Contract	
<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>	
Decision by	Mr Lanzer - Cabinet Member for Economy and Corporate Resources
West Sussex Plan priority	A Council that Works for the Community
Date added	5 July 2019
Month	November 2019
Consultation/ Representations	<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>
Background Documents (via website)	None
Author	Mike O'Horan
Contact	Suzannah Hill Tel: 033 022 22551

Leader

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 (CFC) 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. The CFC Project is set within a backdrop of the Digital Infrastructure Programme of work. This programme includes other similar digital infrastructure projects, for instance focussing on the rural connectivity of West Sussex. Whilst such projects are distinct, they aim to be complementary in nature

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.

Decision by	Mr Marshall - Leader
West Sussex Plan priority	A Council that works for the Community
Date added	30 July 2019
Month	November 2019
Consultation/ Representations	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.
Background Documents (via website)	None
Author	Sarah Bazen Tel: 033022 22374
Contact	Suzannah Hill Tel. 033 022 22551

Acting Executive Director Place Services

Award of Contract for Self Service Library Kiosks

When visiting the West Sussex Library Service residents regularly use self-service kiosks to transact a range of library services.

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.

Following the completion of the procurement process, the Acting Executive Director Place Services seeks to award the Contract for the Self-Service Library Kiosks to the preferred bidder.

Decision by	Steve Read - Acting Executive Director Place Services
West Sussex Plan priority	A Council that Works for the Community
Date added	21 August 2019
Month	November 2019
Consultation/ Representations	Representations concerning the proposed decision can be made to the Acting Executive Director Place Services by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Lesley Sim Tel: 0330 022 24786
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Finance

Lease of vacant residential properties to a Registered Provider

The County Council has a small number of vacant residential properties which are no longer needed for their original operational purposes; some of these have been identified as suitable for families with children needing accommodation. The County Council is not legally able to grant residential tenancies of a nature that would facilitate the letting of these properties directly to the families. YMCA Downslink Group (YMCA) has been identified as a suitable Registered Provider. The YMCA proposes to apply for government grant to bring the properties up to a lettable standard, to manage and maintain the properties for 5 years under the terms of the lease, accept tenant nominations from the County Council, manage the tenancies, collect rents, carry out day to day maintenance of the properties and prepare the properties between tenancies. There will therefore be no up-front capital cost to the County Council. There should also be savings against the current arrangements for temporary accommodation.

The Cabinet Member for Finance will be asked to endorse the leasing of vacant residential property to a Registered Provider for the purpose of housing families to whom the County Council has a Children Act duty for their temporary accommodation. It is proposed to lease the properties to YMCA Downslink Group (YMCA). It will be proposed that authority is delegated to the Director Property and Assets in consultation with the Director Law and Assurance to conclude the terms of the leases and the nomination arrangements with the Registered Provider and to agree a list of current suitable properties to be part of the proposal for the scheme and agree future properties should they become available.

Decision by	Mr Hunt - Cabinet Member for Finance
West Sussex Plan priority	A Council that Works for the Community
Date added	31 October 2019
Month	December 2019
Consultation/ Representations	Local members Representation can be made to the decision maker via the officer contact.
Background Documents (via website)	None
Author	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill Ttel 033 022 22551

Acting Executive Director Place Services

Central Buying Consortium Library Group Award of Contract

In August 2019 the Cabinet Member for Fire and Rescue and Communities approved the commencement of a procurement process for a new Framework Agreement for Library Books and Audio-Visual materials for the Central Buying Consortium Library Group, to commence on 1 April 2020; and delegated the authority to the Acting Chief Executive to award the contract to the provider who submits the most economically advantageous tender and can best meet the quality and performance standards required ([Report Ref: FRC 01](#)).

West Sussex commenced procurement on 13 September 2019 and it is anticipated that the Acting Executive Director Place Services will be asked to award the contract in December 2019.	
Decision by	Steve Read - Acting Executive Director Place Services
West Sussex Plan priority	A Council that Works for the Community
Date added	22 October 2019
Month	December 2019
Consultation/ Representations	Representations concerning this proposed decision can be made to the Acting Executive Director Place Services via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Linda Jones Tel: 033 022 28559
Contact	Erica Keegan Tel: 033 022 26050

Cabinet Member for Finance, Leader

Total Performance Monitor (Rolling Entry)	
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.	
Decision by	Mr Marshall, Mr Hunt - Cabinet Member for Finance, Leader
West Sussex Plan priority	A Council that Works for the Community
Date added	1 April 2019
Month	Between April 2019 and March 2020
Consultation/ Representations	Representations concerning this proposal can be made to the Leader/and or the Cabinet Member for Finance via the officer contact.
Background Documents (via website)	None

Author	Fiona Morris Tel: 033 022 23811
Contact	Suzannah Hill Tel: 033 022 22551

Cabinet Member for Finance

Property Review (Rolling Entry)	
<p>The County Council's Future West Sussex Plan set out its ambition to minimise the burden of local taxation, delivering the best outcomes for residents with the money it spends, whilst living within its means. In 2018 the County Council agreed to adopt an Asset Management Policy and Strategy. An objective of the strategy is to acquire, manage, maintain and dispose of property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities.</p>	
Decision by	Mr Hunt - Cabinet Member for Finance
West Sussex Plan priority	A Council that Works for the Community
Date added	1 December 2017
Month	Between April 2019 and March 2020
Consultation/ Representations	Representation can be made to the Cabinet Member for Finance or via the officer contact.
Background Documents (via website)	None
Author	Elaine Sanders Tel: 033 022 25605
Contact	Suzannah Hill Tel: 033 022 22551

Strategic Budget Options 2020/21

Cabinet

Creation of Additional Special Support Centres in Schools - Phases 2 and 3
<p>In December 2018 the Cabinet Member for Education and Skills took a decision (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>

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.	
Decision by	Mr Jupp - Cabinet
West Sussex Plan priority	Best Start in Life
Date added	30 July 2019
Month	December 2019
Consultation/ Representations	Schools Cabinet Member for Finance and Resources Children and Young People's Services Select Committee – 23 October 2019 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
Background Documents (via website)	Cabinet Member Decision - ES15 (18/19) Cabinet Papers - 11 July 2019
Author	Helen Johns Tel: 07715 616560
Contact	Monique Smart - Tel - 033 022 22540

Cabinet

Review of Library Offer	
<p>To consider reviewing service levels and forms of service delivery for library services in areas of reduced demand. Options will include:</p> <ol style="list-style-type: none"> a. reducing opening hours, removing the rural Mobile Library service and other 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 <p>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.</p> <p>The Cabinet Member for Safer Stronger Communities will be asked to approve options from those which are developed.</p>	
Decision by	Mr Crow - Cabinet
West Sussex Plan priority	A Strong, Safe and Sustainable Place

Agenda Item 5

Date added	30 July 2019
Month	December 2019
Consultation/ Representations	<p>Service users, elected members and staff and the Environment Communities and Fire Select Committee.</p> <p>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.</p>
Background Documents (via website)	None
Author	Lesley Sim Tel: 0330 022 24786
Contact	Erica Keegan - 033022 26050

Cabinet

Local Assistance Network (LAN)	
<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>	
Decision by	Mrs Jupp - Cabinet
West Sussex Plan priority	Independence in Later Life
Date added	30 July 2019
Month	December 2019
Consultation/ Representations	<p>District and Borough Councils and Voluntary Sector Partners.</p> <p>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.</p>
Background Documents (via website)	None
Author	Sarah Farragher Tel: 033 022 28403
Contact	Erica Keegan - 0330 22 26050

Cabinet**Reduction in Funding for Recycling Credits**

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.

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.

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 [decision](#) 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.

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.

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.

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.

Decision by	Mrs Urquhart - Cabinet
West Sussex Plan priority	A Prosperous Place
Date added	30 July 2019
Month	December 2019
Consultation/ Representations	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.
Background Documents (via website)	None
Author	Steve Read Tel: 033 022 22654
Contact	Judith Shore Tel: 033 022 26052

Cabinet

Review of Fees and Charges	
<p>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.</p>	
Decision by	Mr Hunt - Cabinet
West Sussex Plan priority	A Council that Works for the Community
Date added	12 September 2019
Month	January 2020
Consultation/ Representations	Cabinet Members Representation can be made via the officer contact.
Background Documents (via website)	None
Author	Katharine Eberhart Tel: 033 022 22682
Contact	Suzannah Hill Tel. 033 022 22551

Cabinet

Reduction in the Post-16 Support Service	
<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	

Decision by	Mr Jupp - Cabinet
West Sussex Plan priority	Best Start in Life
Date added	30 July 2019
Month	January 2020
Consultation/ Representations	<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>
Background Documents (via website)	Cabinet Papers
Author	Danny Pell Tel: 033 022 22144
Contact	Monique Smart - Tel - 033 022 22540

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Performance and Finance Select Committee
05 December 2019
Medium Term Financial Strategy (MTFS) Update 2020-21 to 2023-24
Cabinet Member for Finance
<p>Summary</p> <p>This report provides an update on the Council's Medium Term Financial Strategy (MTFS) projections, building on the information previously considered by Cabinet in July, and Performance and Finance Select Committee in October 2019.</p> <p>It provides an overview of the current understanding of the proposed future funding for local government and updates the MTFS on further changes to assumed funding, required growth and savings since the October 2019 report.</p> <p>As a result of this review the Council now needs to identify £2.2m of mitigating actions to balance the budget for 2020-21 and officers are endeavouring to identify these opportunities prior to setting February's budget report. The gap over the MTFS is £36.4m. The funding assumptions, demand pressures and proposed efficiencies will be updated further in the Budget Report presented to Cabinet on the 28th of January 2020.</p>
<p>West Sussex Plan: Policy Impact and Context</p> <p>The budget proposals have been developed and considered in the context of the West Sussex Plan priorities.</p>
<p>Financial Impact</p> <p>The purpose of this report is to provide and update on the Medium Term Financial Strategy for the years 2020-21 to 2023-24 therefore there is no financial impact as a result of the recommendations in the report.</p>
<p>Focus for Scrutiny</p> <p>Members to review the Council's updated estimates for the budget gap for the period 2020-21 to 2023-24, recognising:</p> <ol style="list-style-type: none"> 1. the continuing uncertainties that exist surrounding local government finance and funding levels, as well as local demand and other pressures; and 2. that without further savings or other mitigations, the current estimate would require £2.2m contribution from reserves.

1 **Introduction**

- 1.1 In October 2019, Members received an update on the Council's financial outlook, following the Government's announcement in September on the Spending Round 2019 (SR19). Taking account of anticipated pressures at that time, forecasts indicated that the Council could potentially have had a budget surplus of £13m in 2020-21, falling to a deficit of approaching £14m by 2023-24. The risks and uncertainties surrounding the forecasts have been well-rehearsed, covering both local and national matters.
- 1.2 Since then, while the calling of a General Election has added uncertainties, prior to that announcement, the Government had provided further details of likely funding for next year through a technical consultation exercise.
- 1.3 Locally, the pressures identified in relation to Children's and other services have continued to grow, as reported in the half-year Total Performance Monitor being presented to Performance and Finance Select Committee on the 5th of December 2019.
- 1.4 From a capital perspective, the Council is in the process of exploring its investment and borrowing appetite, in context of competing priorities and demands, and its financial outlook.
- 1.5 The report provides an update on the Council's MTFS forecasts drawing on all of the above. Appendix A summarises the Council's updated funding and net expenditure for 2020-24.

2 **National Context: Policy and Funding**

General Election

- 2.1 The Prime Minister has called a General Election for 12th December 2019. The dominant theme for the election is Brexit. The competing parties appear highly aware of how that issue could affect voters' preferences when framing and targeting their policy and spending proposals. Most significant pledges so far have focused on the NHS, schools, police, transport and immigration.
- 2.2 The timing of when the Prime Minister called the General Election has meant three significant events were removed from the calendar:
 - the Chancellor of the Exchequer's Autumn Budget Statement was cancelled;
 - the Office for Budget Responsibility (OBR), which the Government employs to 'examine and report on the sustainability of the public finances', did not publish its Economic and Fiscal Outlook as advice from the Cabinet Secretary had concluded that this would not be consistent with the Cabinet Office's General Election Guidance; and
 - the Ministry of Housing, Communities and Local Government (MHCLG) has written to all local authorities confirming that it will not be possible to

comply with the 2018 Hudson Review recommendation that the provisional settlement should be by 5th December and the provisional settlement will be a priority for Ministers after the General Election and MHCLG will take all possible steps to ensure the final settlement aligns with local authorities’ budget setting timetables.

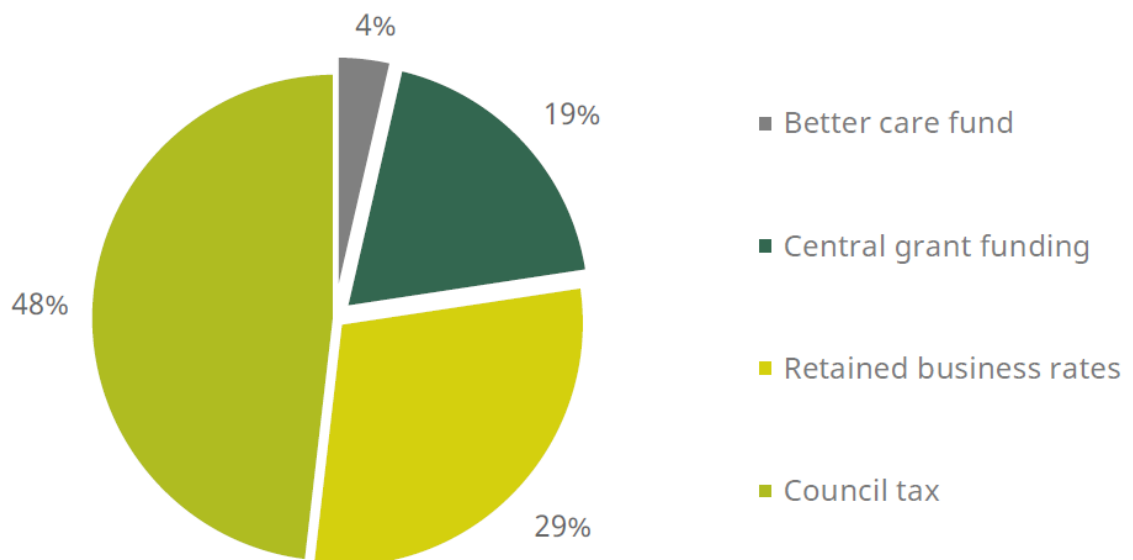
2.3 The consequences of these are that:

- there is not a detailed Budget Report from the Government for 2020-21 and outline plans and prospects for future years;
- the most recent independent five year forecast of the UK economy and whether the Government would hit its fiscal targets is from March 2019 and is framed in a different context;
- SR19 provides the outline for the Government’s spending plans, focused on the single year 2020-21; and
- MHCLG’s technical consultation on the Local Government Finance Settlement 2020-21 is likely to provide the most reliable view that councils can expect to receive before the New Year on the allocation of funding announced in SR19.

Local government funding and spending 2019-20

2.4 Figure 1 shows that in 2019-20, councils’ revenues come from three main sources: Council tax, retained business rates and Government grant. Over three quarters of local authorities’ revenue is collected from local sources. This has happened as a result of Government policy to transfer more responsibility for funding to local areas through business rates retention and through the reduction in Government grants and downward pressure on Council Tax that has happened over the last decade of austerity measures.

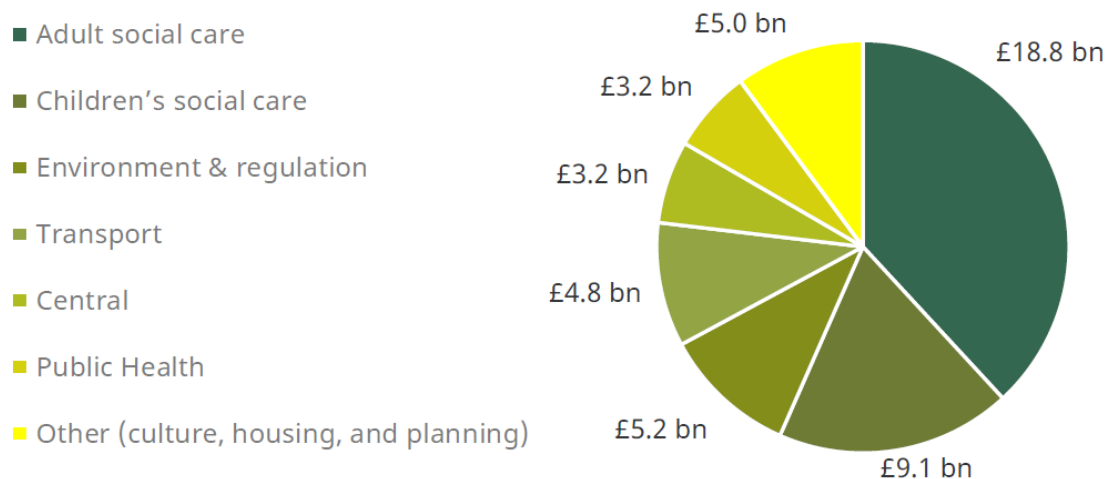
Figure 1: Sources of local authority revenues, 2019-20



Source: Institute for Fiscal Studies

2.5 Figure 2 shows that in 2019-20, social care accounts for well over half of the £49bn total local authority net expenditure (excluding education, police and fire services).

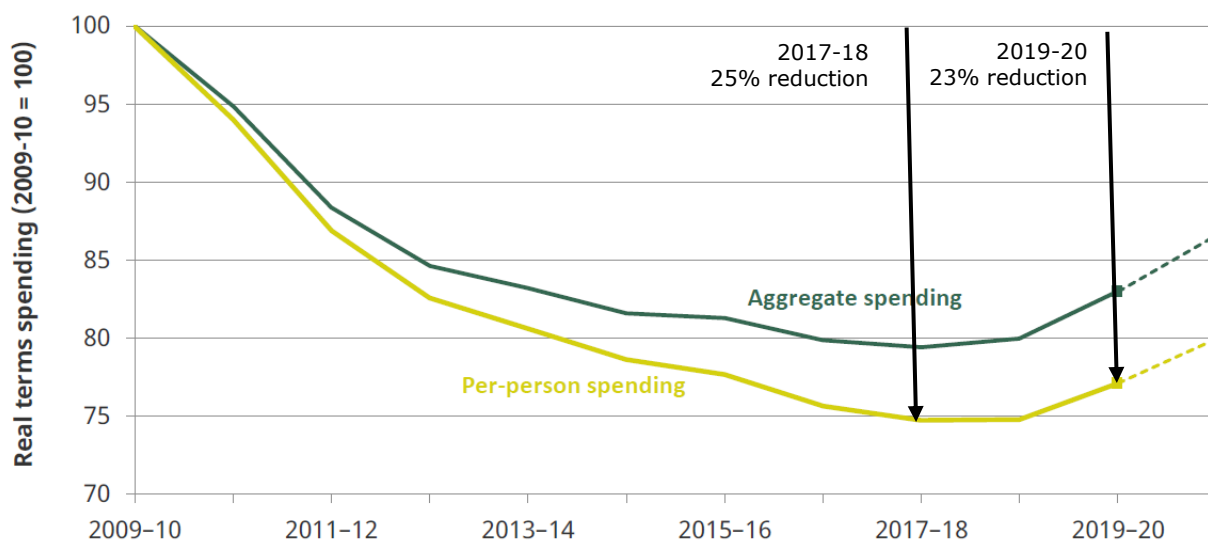
Figure 2: Local authority net expenditure by service, 2019-20



Source: Institute for Fiscal Studies

2.6 Figure 3 shows reductions in funding per person compared to 2009-10 led to falls in revenues and spending that peaked at around 25% in 2017-18 and have since risen back to a 23% reduction in 2019-20.

Figure 3: Local government funding 2009-10 to 2020-21 (projected)

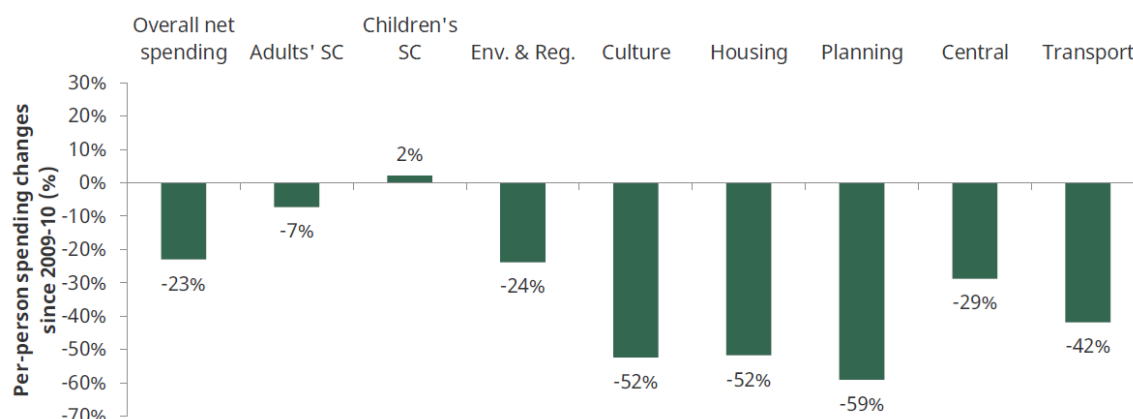


Source: Institute for Fiscal Studies

2.7 This change in spending pattern has happened because of the funding reductions and intensifying demands for social care. Figure 4 shows how local authorities in aggregate have responded to these funding and demographic changes since 2009-10 by focusing resources on statutory and acute services at the expense of other, discretionary services. Within the overall 23% reduction in spending per person, spending on Children's social

care has seen a small rise. Over this period, the drivers behind this include a doubling of safeguarding enquiries, which has led to a third more children having a protection plan and a sixth more being in care.

Figure 4: Change in local authority net spending by service since 2009-10



Source: Institute for Fiscal Studies

- 2.8 To limit cuts in some services, local authorities have used income from sales, fees and charges to protect service budgets where capacity to do so exists. For example, spending on Planning and Housing services fell by 18% and 11% less respectively when funding from sales, fees and charges is included.
- 2.9 Within individual services a similar change to comparative spending patterns exists, which works to: protect acute services and those with rising demands; limit reductions in spending in those services that can accrue support from sales, fees and charges; and reduce spending more severely in the remaining, discretionary services.
- 2.10 For example, in Adult Social Care across England since 2015-16 demand for services for adults over 65 rose by 4%, while demand for services for younger adults rose by 10%. The more acute nature for younger adults has meant the demand for spending on this group has led to spending on over 65s falling 18% despite a 20% rise in the elderly population.

Local government funding 2020-21

- 2.11 The plans in SR19 indicate that councils' core spending power in 2020-21 could increase by 4.3% in real terms. This rise includes: £1.1bn social care grant funding (which is not ring-fenced and councils can spend as they wish); inflationary increases in business rates revenues; and assumes all councils raise council tax by the referendum threshold limit (2% plus 2% adult social care precept).
- 2.12 Councils will not benefit equally from these funding increases. The extra money has been aimed at councils with social care responsibilities, as these are where spending pressures are most acute. Shire district councils will see significantly smaller funding increases.

- 2.13 Figure 3 (above) shows that with the addition of the last two years' increases, the funding increases for 2020-21 announced in SR19 could reverse around a fifth of the overall fall in local authority spending per person that occurred between 2009-10 and 2017-18. This would still leave spending per person 20% lower in 2020-21 than it was in 2009-10.

Local government funding outlook for 2021-22 and beyond

- 2.14 Changed priorities in central government during 2019 have meant a one year delay to the planned implementation of changes to the local government finance system till April 2021. If the new Government continues with the plans to make the changes through reform of business rates retention system and the fair funding review, these changes would increase the proportion of business rates retained locally from 50% to 75% and would see this increased amount replace about £6bn of Government grants to the sector. These grants would include Public Health Grant, which is currently ring-fenced and would be replaced by a share of retained business rates as a general revenue resource.
- 2.15 The proposed changes to the local government finance system, will initially affect individual local authorities' resources in two ways: Government decisions about the overall quantum of funding available to local authorities and how it is likely to grow (including the impact of any mandatory discounts Government grants to business rates payers); and the determination of each authority's share of that quantum based on its spending needs relative to all other authorities. Over the longer term, Government decisions about the share of local business rates that each authority can retain will affect its ability to raise resources.
- 2.16 Most local authority funding is set to come from Council Tax and business rates from 2021-22 onwards. However, projections indicate that revenues will not keep up with demand and cost increases, without continued large Council Tax rises (i.e. double the rate of inflation) and efficiency increases. This means that by 2024-25, local government's funding gap would rise by an extra £3.9bn if Council Tax rose at 2% annually (i.e. at the projected rate of inflation) and an extra £1.6bn if Council Tax rose at 4% annually.
- 2.17 Changes to make the social care system more generous or reverse cuts in recent years could cost billions of pounds across England. The Prime Minister has promised a 'clear plan' to 'fix the crisis in social care'.
- 2.18 In future, councils' financial sustainability is likely to continue to exhibit a strong dependence on how it manages the demographic changes in its area, as well as its ability to continue to achieve savings and raise revenues from local taxes and other sources.

3 MTFS Update Summary

Movement since October PFSC

- 3.1 Table 1 shows the movement in the 2020-21 Budget Gap reported to PFSC between October and December 2019. The £15.5m movement is from a £13.3m surplus position in October to a £2.2m Budget Gap. The remainder of this section provides more details of the movement.

Table 1: Movement in Budget Gap between October and December 2019

	2020-21	2021-22	2022-23	2023-24	Total
	£m	£m	£m	£m	£m
Gap (as at October PFSC)	-13.3	-2.0	15.7	13.8	14.2
Gap (as at December PFSC)	2.2	15.4	10.4	8.4	36.4
Movement	15.5	17.4	-5.3	-5.4	22.2

Budget Gap before savings

Table 2 shows the budget gap identified in the October report to PFSC. The report reflected the Spending Round 2019 announcements and showed a gap before savings of £58.7m for the four year period to 2023-24, assuming a core council tax rise of 1.99% and a 2% rise for adult social care (total 3.99%) in 2020-21 and 1.99% thereafter:

Table 2: October 2019 PFSC Budget Gap before savings

	2020-21	2021-22	2022-23	2023-24	Total
	£m	£m	£m	£m	£m
Gap (as at October PFSC)	18.0	11.2	15.7	13.8	58.7

- 3.2 Since the October report, there has been a review of both the pressures and funding assumptions. Table 3 outlines the latest position, showing a revised budget gap before savings of £27.0m, an increase of £9.0m.

Table 3: Updated December 2019 Budget Gap before savings

	2020-21	2021-22	2022-23	2023-24	Total
	£m	£m	£m	£m	£m
Gap (as at October PFSC)	18.0	11.2	15.7	13.8	58.7
Net impact of changes	9.0	14.3	-3.3	-5.1	14.9
Updated Budget gap	27.0	25.5	12.4	8.7	73.6

Changes to Funding Assumptions 2020-21

- 3.3 Since October, the changes in funding assumptions amount to £3.4m increased revenue from the following:

- £0.9m increase in business rates revenue. In October, the Council's assumptions had taken a pessimistic view to reflect uncertainty about Brexit and the NHS Trust appeals case. The quarter two 2019-20 forecasts and September CPI inflation release provide scope to revise these assumptions and allow £0.9m additional funding to be built in. As Brexit and NHS appeals remain a risk, no additional growth has been assumed.
- £0.5m increase in Council Tax revenue. Based on the last few years, the assumption on the Council's share of the Collection Fund surplus has increased from £1.5m to £2.0m. The assumptions continue to assume an increase in tax base at 1.5% as figures from the districts and boroughs are not yet due.
- £2.0m increase in Government Grants. The latest known information indicates: £0.4m increase in New Homes Bonus over current assumptions, £0.4m more from the announcement on additional social care funding and £1.2m increase from confirmation that the Think Family grant (which had been due to cease) will continue in 2020-21 at current levels.

3.4 The Local Government Finance Settlement had been anticipated for early December but it has been delayed due to the General Election and is now expected early in the New Year. The settlement should verify the core funding from Government and the council tax rise referendum threshold. The current assumption is 2.00% for the Adult Social Care precept and 1.99% for core Council Tax.

Demand and other service changes

3.5 Also, since October, demand and other service changes amount to £12.4m net additional cost pressures. The most significant of these are as follows.

- £3.5m increase in the volume of children's placements.
- £1.0m associated with the increase in children's court cases.
- £0.9m additional cost for further improvements to the Fire and Rescue Service.
- £4.5m for Adults & Health in relation to demand volume and the National Living Wage.
- £3.9m extra cost from reinstating budgets due to undeliverable savings from 2019-20. These include: £1.7m in Children & Young People related to Early Help and Lifelong Services; £0.7m in Economy & Corporate Resources related to ORBIS and agency staff; and £1.5m related to Service Transformation.
- £0.4m overall net increase in other service pressures.

Less

- (£0.8m) reduction in provision for pay and price inflation to reflect September 2019 figures.

- (£1.0m) withdrawal of assumed contribution to replenish reserves.

3.6 All areas of funding and budget pressure remain under review, to ensure estimates reflect the most up to date and robust position.

Savings changes

3.7 Since October, assumptions about savings have reduced by £6.5m. The reduction reflects the uncertainty about delivery of some of the savings such as from Service Transformation. In addition, any savings with a RAG rating of red have not been counted towards closing the Budget Gap. The main savings changes are as follows.

- (£1.1m) increase due to new savings, mainly relating to the redesign of Early Help.
- £0.3m due to reprofiling savings to future years from the in-house residential review.
- £3.1m reduction due to undeliverable savings, mainly in Service Transformation.
- £1.8m to re-categorise the savings from the additional Specialist Support Centres to the Dedicated Schools Grant.
- £2.4m reduction due to savings judged to have a red RAG rating and requiring further work, mainly in Lifelong Services.

Balancing the Budget

3.8 Table 4 shows the up to date position of the budget gap after updating assumptions on funding, pressures and savings.

Table 4: The Budget Gap (net of savings)

	2020-21	2021-22	2022-23	2023-24	Total
	£m	£m	£m	£m	£m
Gap (as at October PFSC)	-13.3	-2.0	15.7	13.8	14.2
Changes as in Table 3	9.0	14.3	-3.3	-5.1	14.9
Adjustment to savings	6.5	3.1	-2.0	-0.3	7.3
Updated Budget Gap	2.2	15.4	10.4	8.4	36.4

3.9 In addition to the increased pressures and change in funding assumptions outlined above, work has been undertaken to ensure the savings included in the 2020-21 draft budget are robust and reflect a high degree of confidence that they are deliverable. This has resulted in the savings being revised from the level previously reported of £31.3m to the current level of £24.8m. Appendix B lists all the identified savings included in the £24.8m total.

3.10 As in 2019-20, the Forward Plan for 2020-21 has included all major Cabinet level service budget decisions allowing preview by the relevant select

committee, enabling effective and timely scrutiny prior to any decision being taken by the Executive.

- 3.11 Work is continuing to close the gap to enable a balanced budget to be presented to Council on 14th February 2020.

Flexible Use of Capital Receipts Strategy

- 3.12 In October 2019, County Council approved a Flexible Use of Capital Receipts Strategy for 2019-20. Approval of this strategy enables the Council (under a Direction from the Secretary of State) to apply capital receipts to fund transformation work, which ultimately relieves pressure on limited revenue resources. In 2019-20, County Council approved a flexibility of up to £7m, which gives some headroom above the forecast £5.3m transformation expenditure, to allow for accelerated activity on transformation projects.
- 3.13 The Direction also allows Councils to approve Flexible Use of Capital Receipts Strategies 2020-21. The Council intends to refresh its strategy for 2020-21 to again be able to take advantage of the flexibility which will be included in the Budget Report for 2020-21.

4 Financial Consequences

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

5 Legal Implications

- 5.1 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.

6 Risk Assessment Implications and Mitigations

- 6.1 The draft budget papers will consider risks and how the Council will mitigate them through adequacy of reserves and contingency to provide a robust budget for 2010-21 and beyond.

7 Equality and Human Rights Assessment

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

8 Social Value and Sustainability Assessment

- 8.1 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.

9 **Crime and Disorder Reduction Assessment**

- 9.1 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: Nick Carroll, Interim Financial Planning Manager

Appendices

Appendix A – Updated funding and net expenditure budget 2020-24
Appendix B – List of savings currently contributing to the budget gap

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

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Funding				
Council Tax income	478.2	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)	79.3	104.6	100.1	96.7
New Homes Bonus	3.2	1.6		
Business Rates growth	5.7	0.8	1.1	1.4
Social Care Support Grant - rollover	5.6			
Additional Social Care Funding	11.7			
Total Funding	593.0	611.0	622.9	638.1
Expenditure - opening amount b/fwd	556.3	593.0	611.0	622.9
Demand Growth				
Adults and Health	11.5	5.3	4.5	6.1
Children and Young People	18.1	1.4	2.9	2.2
Children's Improvement Plan - one off	6.9	-6.9		
Children's Improvement Plan - ongoing	5.1			
Economy & Corporate Resources	4.4			
Education and Skills	1.7	0.6	0.4	0.4
Environment	0.8			
Finance	2.7	1.0	0.5	0.5
Fire and Rescue and Communities	1.6	1.3	0.2	0.2
Fire Improvement Plan - one off	0.1	-0.1		
Fire Improvement Plan - on-going	2.1			
Highways and Infrastructure	0.5			
Leader	1.5			
Inflation	10.7	11.4	12.1	12.3
Non Portfolio - capital financing	-4.0	3.1	3.7	2.2
Non Portfolio – Additional Responsibilities for 75%		26.4		
Net Expenditure requirement	620.0	636.5	635.3	646.8
Budget Gap	27.0	25.5	12.4	8.7
Savings:				
February 2019 - net adjusted position	-7.2	-0.2		
Strategic Budget Options	-7.4	-5.3		
Business as Usual Decisions	-10.2	-4.7	-2.0	-0.3
Total Savings	-24.8	-10.2	-2.0	-0.3
Net Budget Gap	2.2	15.4	10.4	8.4

Notes

All figures include roundings.

Technical material related to the Spending Round 2019, clarified that £6.4m High Needs pressure could be funded from increase in Dedicated Schools Grant. As such, neither the funding nor the corresponding pressure is part of the Council's net budget.

Appendix B – List of savings currently contributing to the budget gap

Portfolio	Savings Description	2020-21 £000s	2021-22 £000s	Total £000s	
February County Council					
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
Economy & Corporate Resources	Centralisation of Learning & Development	50		50	
Education & Skills Environment	Closer management of the Capita Contract	200		200	
	Improve School Trading Offer	275		275	
	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	
	Planning fee income	150		150	
	Finance	Income Generation - Investment Opportunities	500		500
		Asset Strategy - reduction in business rates payable		100	100
Facilities Management - associated services			50	50	
Fire & Rescue and 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	
Non Portfolio	Interest Income	100		100	
February County Council total		7,248	150	7,398	
Strategic Budget Options					
Adults & Health	Review of In-house Residential Care		300	300	
	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	
Education & Skills	Reduction in Post-16 Support Services		290	290	
Environment	Household Waste Recycling Sites - Mobile Service		50	50	
	Reduction in funding for Recycling Credits	2,100		2,100	
Fire & Rescue and Communities	Review of Library Offer	175		175	
Strategic Budget Options total		7,445	5,300	12,745	

Agenda Item 6
Appendices A & B

Portfolio	Savings Description	2020-21 £000s	2021-22 £000s	Total £000s
Business as Usual				
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
Children & Young People	Redesign of Early Help	1,000	950	1,950
Economy & Corporate Resources	Review of salary sacrifice schemes	100	100	200
	Whole Council Design	2,400	300	2,700
	Reduction in IT licence costs	100		100
	Management of Capita Contract	300		300
	Reduction in print and post costs	100		100
	Apprenticeship Levy	100		100
Education & Skills	SEND Transport Review	200		200
Environment	Solar Farms/Battery Storage	100	900	1,000
Finance	Management of amazon business accounts	200		200
	Charging for use of WSCC Frameworks	100		100
	Review of Fees and Charges	429		429
Fire & Rescue and 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
Business as Usual total		10,179	4,700	14,879
Overall total		24,872	10,150	35,022

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Performance and Finance Select Committee
5 December 2019
Quarter 2 Total Performance Monitor – Focus for Scrutiny
Report by Director of Law and Assurance

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 September 2019, Quarter 2, 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 September 2019, is a projected overspend of £7.355m. This is a decrease from the figure reported as at the end of June 2019 due to the agreed Mitigation Plan now being included within the outturn projection. This significant forecast overspending requires the Authority to continue to act to reduce costs and make savings. If the overspend is not addressed the Budget Management Reserve will need to be used to balance the budget.

The 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 and the non-delivery of identified savings,
2. Progress of the Transformation Programme to support delivery of the savings programme,
3. Any areas of underperformance and how these are being addressed,
4. Any issues raised by other Select Committees (through the Chairmen of these Committees),
5. 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 – Total Performance Monitor as at 30 September 2019

· **Appendices**

- 1 Revenue Budget Monitor - to end of September 2019
- 2 Children Looked After – Placement Summary
- 3 Savings Schedule – as at 30 September 2019
- 4 Capital Budget Monitor – to end of September 2019
- 5 Transformation Programme Update - as at 30 September 2019
- 6 Workforce Key Performance Indicators – as at 30 September 2019

Background Papers

None

TOTAL PERFORMANCE MONITOR– SEPTEMBER 2019 (QUARTER 2 2019-20)

1. The County Council’s financial performance (revenue and capital), savings delivery and business performance are monitored on a monthly basis through the Monthly Performance Update Report, with a more detailed Total Performance Monitor (TPM) 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.

Financial Summary

2. The forecast revenue outturn position as at the end of September is projecting a **£7.355m overspend**; an improvement of £7.999m against the £15.354m reported as at the 30th June. The decrease is largely due to the Mitigation Plan, agreed by the Executive Leadership Team and endorsed by Cabinet Board, now included within the outturn projection.
3. On-going pressures identified through the budget monitoring process have been included within the Medium Term Financial Strategy and 2020-21 budget setting process, which is currently underway.
4. Table One outlines the main variation changes between June and September. Table Two details the year-to-date summary of budget variations within each portfolio, prior to allowing for a number of funding opportunities identified as part of the Mitigation Plan. Table Three sets out how the Authority anticipates funding the projected outturn overspend.
5. It is acknowledged that forecasts will continue to fluctuate as the year progresses; however, the significant forecast overspending requires the Authority to continue to act to reduce costs and make savings.

Table One –Main variation changes between June 2019 and September 2019

Portfolio	Changes in variations between June and September 2019	Amount
Outturn Projection Reported As At 30th June 2019		£15.354m
Adults and Health	Underspending projected on Blue Badge Scheme.	(£0.050m)
	Projected spend on Shoreham Air Show Inquest.	£0.060m
Adults and Health Portfolio		£0.010m
Children and Young People	Additional placement and staffing cost pressures.	£1.142m
Children and Young People Portfolio		£1.142m
Economy and Corporate Resources	Non-delivery of savings within HR, Legal and Chief Executive.	£1.990m
	Increase in child care legal cases.	£1.000m
	Budget recovery plan in place to ensure Facilities Management come in on budget. * ¹	(£0.350m)
	IT contract savings.	(£0.200m)
	Economy and Communications savings.	(£0.140m)
	Minor variations.	£0.067m
Economy and Corporate Resources Portfolio		£2.367m

Agenda Item 8
Annex A

Portfolio	Changes in variations between June and September 2019	Amount
Education and Skills	Generation of additional traded income.	(£0.045m)
	Mitigation plan to charge SEND strategy posts against DSG.	(£0.155m)
	Minor variations.	(£0.104m)
Education and Skills Portfolio		(£0.304m)
Environment	Expected net reduction in tonnages and mix of disposal waste.	(£0.600m)
	Early implementation of restricting household waste recycling site access to WSCC residents only.	(£0.080m)
	Reduction in expected insurance premium charge for MBT in 2019-20	(£0.260m)
	Additional planning income expected due to an agreement of an exceptional S278 income.	(£0.500m)
	Other small minor variations.	(£0.075m)
Environment Portfolio		(£1.515m)
Finance	Saving relating to 10% less p-card expenditure is reported as at significant risk.	£0.460m
	Revised forecast on feasibility and design spend.	(£0.346m)
	Additional early saving from income generation properties.	(£0.100m)
	Saving on precepts and apprenticeship levy.	(£0.135m)
	Minor variations.	(£0.088m)
Finance Portfolio		(£0.209m)
Fire and Rescue and Communities	In-year reduction on library services spend and vacancy management savings.	(£0.300m)
Fire and Rescue and Communities		(£0.300m)
Highways and Infrastructure	Additional spend expected in relation to the Highways procurement.	£0.100m
	Additional capitalisation of staff and works on capital projects.	(£0.330m)
Highways and Infrastructure Portfolio		(£0.230m)
Non-Portfolio	Additional investment and bank interest.	(£0.361m)
Non-Portfolio		(£0.361m)
Total Projected Outturn Before Applying Further Funding Opportunities		£15.954m

Table Two – Summary of 2019-20 Budget Variations

Portfolio	Variation to Budget
Adults' and Health Portfolio	£0.210m
Children and Young People Portfolio	£11.300m
Economy and Corporate Resources Portfolio	£3.412m
Education and Skills Portfolio	£0.367m
Environment Portfolio	(£0.815m)
Finance Portfolio	(£0.309m)
Fire and Rescue and Communities Portfolio	(£0.100m)
Highways and Infrastructure Portfolio	£2.250m
Leader Portfolio	£0.000m
Total Projected Portfolio Overspend	£16.315m
Non-Portfolio Investment income (including banking interest)	(£0.361m)
Total Projected Overspend (Prior To Funding Mitigations)	£15.954m

Table Three - Further opportunities to fund in-year overspending projection and draw-down from reserves

		Amount
Total Projected Overspend – (Prior To Funding Mitigations)		£15.954m
Further opportunities to mitigate overspend	Flexible use of capital receipts.	(£5.300m)
	Withdrawal of funds used to support High Needs DSG in 2019/20	(£1.059m)
	Use of available reserves and other one off income	(£2.208m)
	Contingency Budget remaining – to fund projected overspend ^(Notes 1 & 2)	(£0.032m)
Total Further Opportunities – to fund projected overspend		(£8.599m)
Adjusted projected overspend - Drawdown from Budget Management Reserve to fund projected in year overspend		£7.355m

Notes:

- 1 The £3.400m Contingency Budget for 2019-20 has reduced due to decisions taken to transfer: £1.942m funding to the Children First Improvement Reserve; and £1.426m funding to the Fire Inspection Improvement Reserve.
- 2 The Pre-Inquest date for the Shoreham Air Show disaster has been set for January 2020. It is expected that the Coroner will set a date for the Inquest at this time. An estimated £0.060m of costs has been included within the Adults and Health Portfolio projection.

6. Further mitigation opportunities outside the portfolio budgets have been identified and are detailed in Table Three above. These opportunities include the withdrawal of funds used to support the High Needs budget in Education at the beginning of the year, due to a shortfall in Dedicated Schools Grant income, and the flexible use of capital receipts to fund the revenue costs of transformation projects, as detailed in the Flexible Use of Capital Receipts Strategy report agreed by County Council on the 18th October 2019. It is assumed that the remaining £0.032m Contingency budget is committed to fund the corporate overspend.
7. It is important to note that although the Council has identified £8.599m one-off in year mitigation actions (including use of the remaining Contingency Budget), there remains a £7.355m projected overspend in 2019-20. If the Council does not implement ways to address this forecast overspend, it will be required to draw from the Budget Management Reserve. On-going pressures identified during the year have been considered within the current Medium Term Financial Strategy planning assumptions.
8. In the event that it is necessary to drawdown from reserves, the following table demonstrates the impact on the Budget Management Reserve. Based on the remaining £7.4m overspend currently forecast, the balance of the Budget Management Reserve would fall to £18.6m.

Budget Management Reserve	2019-20 Budget Management Reserve	£26.0m
	<i>less</i> drawdown required to fund balance of forecast overspend in-year	(£7.4m)
	Forecast balance to carry forward to 2020-21	£18.6m

9. Reducing the Budget Management Reserve balance will reduce the Council's financial resilience going forward which, at this time of unprecedented uncertainty for Local Government, needs to remain as robust as possible. The financial uncertainty following the delays in the multi-year Spending Review, Fair Funding Review and Business Rate Reforms, alongside the national political situation and vulnerable economic landscape are risks that the Authority will need to safeguard against in the future.

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10. Total forecast capital expenditure for 2019-20 is £115.6m. This comprises of £102.2m on core services and £13.4m on income generating schemes, compared to the set of £109.0m, comprising of £92.8m for core services and £16.2m for income generating schemes.

Financial Update by Portfolio

Adults and Health

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
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.	(£4.300m)	
Risk that demand growth will not be absorbed in line with budget assumptions.	£2.000m	Underspend projected on Blue Badge Scheme.	(£0.050m)	
Overspending on care costs.	£0.600m			
Delay in agreement of the Shaw contract variation.	£0.700m			
Residual saving outstanding on Lifelong Services.	£1.000m			
Estimated costs for the Shoreham Air Show Inquest.	£0.060m			
Adults' & Health Portfolio - Total	£4.560m		(£4.350m)	£0.210m

11. The Adults and Health portfolio is projecting a £0.210m overspend, all of which relates to services outside adults social care. An estimated £0.200m continued pressure within the Mortuary Services and expected £0.060m additional costs ahead of the Shoreham Air Show Inquest have been partly offset by a £0.050m underspending within the Blue Badge Service.
12. Within the Adult Social Care service, there has been no overall change in the position in the last quarter. Whilst there has been a net increase of 77 in the number of older people receiving funded social care, growth of this magnitude is not unusual at this point in the year. This net increase was the result of 104 additional non-residential customers less an overall reduction of 27 residential placements. As a result of this, the proportion of older people in non-residential arrangements is now over 51%, which is moving closer towards the business plan target of 53% by the end of March.
13. Outside of the older people's budget, key cost drivers have stayed steady, with the result that there remains a potential overspending risk range of up to £4.3m. The split of this is broadly £3.3m older people to £1m learning disabilities. A recovery plan has been put into place with the aim of ensuring that this does not become a recurring pressure in 2020-21. In the meantime the budget will be balanced in 2019-20 through the use of the Improved Better Care Fund, which is consistent with the conditions attached to that grant and in line with the approach being taken by almost all local authorities with adult social care responsibilities.

Children and Young People

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Improvement plan expenditure including £5.2m earmarked grant funding.	£7.185m	Use of earmarked Social Care Support Grant to fund the Improvement Plan	(£5.243m)	
Placements pressure due to increased volumes of Children Looked After.	£8.190m	Use of Children First Improvement Reserve.	(£1.942m)	
Non delivery of savings.	£4.160m	Increased grant for UASC placements.	(£0.400m)	
Social work staffing overspending.	£0.200m	Underspending in Early Help temporarily mitigating savings non-delivery.	(£0.850m)	
Children and Young People Portfolio - Total	£19.735m		(£8.435m)	£11.300m

14. The Children and Young People portfolio is projecting a £11.300m overspend. Although this is a decrease in the expected overspend of £0.8m since June it should be noted that the allocation of £1.942m from the Children First Improvement Reserve is included in this movement; therefore the Children's outturn projection has effectively increased by £1.142m.
15. The overall total additional spend within the Children and Young People portfolio after applying £7.185m one-off resources is currently projected to be £18.485m in 2019-20:
- Projected overspend - £11.300m
 - Use of the Social Care Support Grant to fund the Improvement Plan - £5.243m
 - Use of Children First Improvement Reserve to fund the Improvement Plan - £1.942m
16. The main area of change since June relates to the projected placement demand pressures which have increased by £1.452m. There are three factors which affect the financial position: volumes; purchasing mix (type of placement purchased and whether internal or external); and unit cost. The projections are calculated using known data volumes, unit costs and purchasing mix for placements. Where a placement end date is not known, it is assumed that the placement will continue for the remainder of the financial year. An amount is then added based on the assumption that the average rate of increase for placements since April 2019 will continue for the remainder of the year. Placement numbers (excluding asylum seeking children) have continued to increase; the number in September was 681 compared with 663 in June 2019. Overall, it is estimated that 23% of the current 2019/20 projected overspend within Social Care is due to increased numbers of placements.
17. An ongoing change in the purchasing mix between the generally less expensive internal and more expensive external placement types is also being experienced and this is adding to the cost pressure. It is estimated that 60% of the current projected overspend is due to changes in purchasing mix.
18. Unit cost increases are also a factor in the current position, compounding the financial pressure because more external placements are now being purchased which have been subject to these price increases. It is estimated that 17% of the current projected overspend is due to increases in unit cost. Appendix 2 details the increase in Children Looked After numbers over the last six years, alongside the internal versus external purchasing mix.

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19. There is a risk of potential overspending on social work staffing budgets, mainly due to success in recruiting directly employed staff to vacant posts but not reducing agency social workers at the same time. Between July and September, employed social workers increased by 21fte but agency usage remained the same. If this situation remains for the remainder of the financial year, then the overspend is likely to be in the region of £0.200m.
20. In relation to savings, £1.950m of the budget requirement associated with the review of Early Help will not be delivered permanently in 2019-20. However within the Early Help service, there are a number of vacant posts which are providing a temporary mitigation of £0.550m towards the non-delivery of savings. These vacant positions are being considered under the Early Help review and if not required, they will enable savings to be delivered in 2020/21. In addition, there is a £0.300m projected underspend within the Intentionally Homeless service, driven by the proportion of families being housed in bed and breakfast accommodation being lower than expected.
21. Since June, the outlook for savings requirements related to placements has worsened by £0.340m, meaning that a total of £4.160m of savings within the Portfolio are now rated as at significant risk and are not expected to be delivered this year. The change in the position is due to two aspects.
- Firstly, Lifelong Services savings where £0.150m, previously rated as at risk, was intended to be delivered through different arrangements relating to Direct Payment surpluses. However the level of spending to date by customers from their Direct Payments does not suggest that a higher level will be recovered this year compared to previous ones.
 - The second aspect is in relation to supported independent living provision for 16-25 year olds. A number of initiatives around commissioning arrangements had been planned at the beginning of the year; however these are not delivering the £0.190m savings that had been originally identified. Consequently alternative plans to improve this situation are being developed, but with less than six months remaining, it is unlikely to deliver the savings required within 2019-20, however the saving is expected to be realised in 2020-21.

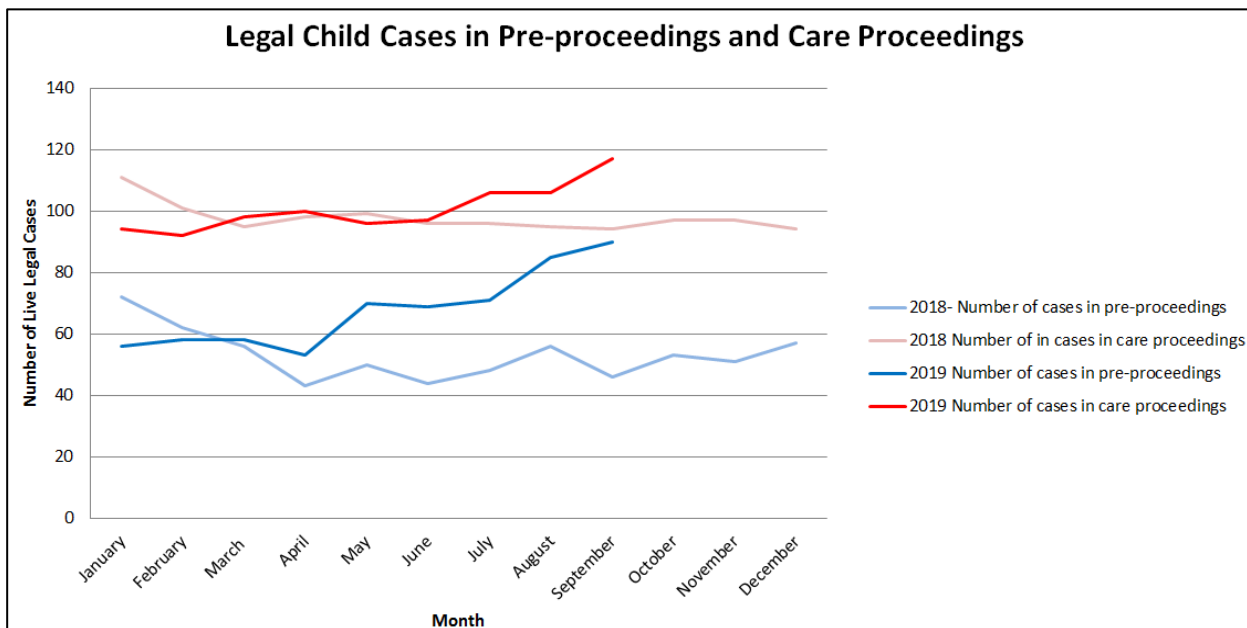
Economy and Corporate Resources

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Increase in legal childcare cases.	£1.000m	Underspending within Economic Development and vacancy management.	(£0.140m)	
Overspending in Facilities Management.	£0.450m	Facilities Management budget recovery plan underway.	(£0.450m)	
Non-delivery of transformation savings.	£1.500m	In-year IT contract savings.	(£0.200m)	
Non-delivery of savings within HR.	£0.867m			
Non-delivery of savings within Legal Services.	£0.250m			
Other minor variations.	£0.135m			
Economy and Corporate Resources Portfolio – Total	£4.202m		(£0.790m)	£3.412m

22. The Economy and Corporate Resources portfolio is currently projecting a £3.412m overspend, an increase in the projected spend of £2.367m since June. There have been

two major pressures which have emerged in recent months; the expected non delivery of a £1.5m saving relating to Whole Council Design and a £1m projected overspend within Legal Services due to the continued rising number of childcare legal cases driving the need to use a higher number of external legal professionals.

23. The Whole Council Design Programme set a £1.500m savings target in 2019-20. The savings would be delivered through improved use of technology to streamline back office processes, improving the customer journey by offering multiple ways to interact with the Council and efficiencies resulting from the replacement of the Council’s Business Management Processes. These projects have not delivered to the anticipated timelines. Further details can be found in Appendix 5.
24. Legal Services have experienced an increase in the number of childcare cases which has resulted in the need for additional legal professionals at £1.000m projected cost. The number of pre-proceeding cases has increased for a third consecutive month from 69 to 90 and the number of care proceedings have risen to 117; this is 17.5 higher than the rolling twelve month average of 99.5. Volume pressures appear to be increasing; as demonstrated in the graph below, pre-proceeding cases are now almost double the levels recorded a year ago which suggests numbers of care proceeding cases will continue to increase beyond 117 active cases at the end of September.



Month	Legal Cases	
	Pre-Proceedings	Care Proceedings
September 2018	46	94
September 2019	90	117

25. Despite an underspending within the legal services pay budgets, the cost of using external resources is expected to exceed the available budget. As mentioned, we are also seeing a rise in the number of cases at pre-proceeding stage which suggest that numbers of care proceedings may yet increase further. The £1m overspend projection assumes some continued growth for the remainder of the financial year; however the complexities and uniqueness of each case will affect the outturn projection.

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26. Within Human Resources and Organisational Change, it has been assessed unlikely that the saving and expected underspending relating to changes in terms and conditions will be achieved, therefore an additional £0.290m pressure is now included in the overspend projection. This overspend is partly offset by the movement of the Economy and Communications savings which transferred into this Portfolio in October.

Education and Skills

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
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)	
		Generate additional traded income and charge strategy posts to DSG.	(£0.200m)	
		Other minor variations including staffing underspends.	(£0.290m)	
Education and Skills Portfolio –Total	£1.057m		(£0.690m)	£0.367m

27. The Education and Skills portfolio is currently projecting a £0.367m overspend, a reduction in the projected spend of £0.333m since June. Pressure relating to the Home to School Transport service continues to be the main area of concern. With the new 2019-20 academic year just starting, a change in journey plans for children will be taking place which will influence the cost of the service provision in the second half of the financial year. More certainty regarding the journey costs will become evident in October/ November, as the children settle into the new term.
28. This overspending has been partly offset in year by management action to reduce the number of solo taxi usage, the generation of additional traded income, a charge to the Dedicated Schools Grant for Special Educational Needs Strategy positions and from general underspending, including staffing vacancies within the portfolio.

Dedicated Schools Grant – DSG

29. 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.
30. **Schools block** – Apart from £2.7m which was held back to fund pupil growth this September, the remaining 2019-20 Schools block funding was delegated to schools. Following the admissions 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 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.
31. In addition to this amount, a potential overspending of £0.193m on school rates is now also being forecast. This relates to an increase in the rateable value in five schools, and

a further increase in three schools who received a one-off reduction in 2018-19. Appeals have been lodged in a number of cases and if we are successful this overspending projection will reduce.

32. The majority of this total £0.793m overspending can be funded from the 2018-19 underspending of £0.653m which is being held in the Schools DSG reserve.
33. **Early Years block** – Following the census in January 2019, the Early Years funding allocation for 2018-19 has been adjusted to reflect the actual free entitlement take up in that year. This adjustment has meant that the Early Years DSG block allocation for last year has been retrospectively increased by £0.603m from £48.649m to £49.252m.
34. This final allocation included £43.739m for three and four year olds. Since the actual spend in this year amounted to £41.288m (94.4% of the final funding allocation), and the operational guidance required the Local Authority to pass through 95.0% of this funding to early years providers, £0.265m (equivalent to 0.6% of the three and four year old funding) of the additional retrospective funding received has been retained in the Early Years DSG reserve and the remaining £0.338m has been paid into the General DSG reserve.
35. This year the Local Authority retained £1.7m (equivalent to 4% of the three and four year old funding) to cover the costs of the Area Special Educational Needs Coordinator role which is fulfilled by Early Years Consultants and Advisers along with specialist support such as Speech and Language therapy. It is currently anticipated that the centrally retained budget will be £0.5m underspent at the end of the financial year and will be required to be transferred into DSG reserves.
36. **High Needs block** – This year, even with a £3.000m increase in our High Needs DSG allocation, savings of £2.600m and a £2.400m transfer from DSG reserves, the Local Authority was still required to make a £1.059m contribution in order to set the 2019-20 High Needs budget. Despite this additional funding, the High Needs budget is still currently forecast to overspend by £2.866m this year.
37. The main funding pressures affecting the High Needs block continue to be increased numbers of pre and post 16 pupils with complex needs requiring specialist placements and top up funding, increased fees in independent special schools, the demand for personal budgets and increased exceptional needs expenditure arising from the Children and Families Act 2014.
38. **DSG Balance** – The 2018-19 year end position on the DSG reserves was a balance of £6.245m. Schools Forum has 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. After also allowing for the retrospective additional DSG allocation for Early Years of £0.603m made in July, the current balance in reserves stands at £4.812m. A breakdown of this balance is set out in the table below:

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	Early Years DSG Reserve £m	Schools DSG Reserve £m	General DSG Reserve £m	Total DSG Reserves £m
2019-20 Opening Balance	0.500	0.653	5.092	6.245
Transfer to High Needs	0	0	(2.400)	(2.400)
School Banker Fund balance	0	0	0.364	0.364
2018-19 Early Years Adjustment	0.265	0	0.338	0.603
2019-20 Balance as at 30th Sept	0.765	0.653	3.394	4.812

39. The remaining balances within the Schools and General DSG reserves will largely be required to pay for the projected overspendings within the Schools and High Needs block this year. A request for £0.155m to fund three SEND Specialist Workstream Leads and the three SEND School Advisors for the remainder of the current financial year as part of the new SEND Strategy and proposals on how to distribute the £0.765m within in the Early Years DSG reserve to Early Years providers were agreed at Schools Forum on the 3rd October 2019.
40. If there are no further savings or overspendings in 2019-20, there would potentially be a DSG balance of £0.858m available to meet spending pressures in 2020-21. However, in light of the County Council's current financial position it is proposed to withdraw the £1.059m contribution made to the High Needs DSG budget at the beginning of the year. This will therefore leave a deficit DSG balance of £0.201m as detailed in the table below:

Projected DSG Reserve Balance	
2019-20 Balance as at 30th September	(£4.812m)
2019-20 Commitments:	
SEND Strategy	£0.155m
Distribution to Early Years Providers	£0.765m
2019-20 Projections:	
Schools block overspending	£0.793m
Central School Services block underspending	(£0.125m)
Early Years block underspending	(£0.500m)
High Needs block overspending	£2.866m
Other Opportunities:	
Withdrawal of Local Authority contribution to DSG	£1.059m
Projected Deficit Balance for 2020-21	£0.201m

Environment

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Net disposal pressure largely due to the delay in RDF saving due to bailer implementation and transportation logistics.	£0.135m	Net reduction in tonnages, early implementation of restricting access to HWRS for residents only and other one off savings.	(£0.882m)	
Increase in insurance premium at the Mechanical and Biological Treatment Centre.	£0.432m	Additional planning income expected due to an agreement of an exceptional S278 income.	(£0.500m)	
Environment Portfolio –Total	£0.567m		(£1.382m)	(£0.815m)

41. The Environment portfolio is projecting a £0.815m underspend, a reduction in the projected spend of £1.515m since June. This movement reflects the reduction in waste tonnages predicted in year, the acceleration of a 2020-21 saving to restrict the access to household waste recycling sites to West Sussex residents only and the reduction in the increased expected cost of insurance at the Mechanical and Biological Treatment centre.

Finance

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Non-delivery of reduction in P-card expenditure savings.	£0.460m	Expected early saving from income generation properties.	(£0.200m)	
		Use of unallocated feasibility and capitalisation of A29 design fees.	(£0.346m)	
		Savings from precepts and apprenticeship levy.	(£0.135m)	
		Minor variations	(£0.088m)	
Finance Portfolio –Total	£0.460m		(£0.769m)	(£0.309m)

42. The Finance and Resources portfolio is currently projecting a £0.309m underspend, a reduction in the projected spend of £0.209m since June.
43. A saving relating to a 10% reduction in p-card spending across the Authority has been deemed as at significant risk, resulting in the £0.460m saving being reported as undelivered. This assessment is based on the knowledge that a large amount of p-card transactions are made in Children’s Services, therefore being mindful of the improvement works currently underway, it is unlikely that the £0.460m saving will be met in full. Work continues on other areas of the business and in reviewing potential income sources linked to rebates, therefore it is expected that some savings will be made in year, but the magnitude is to be confirmed.
44. This pressure has been offset by: a decision to utilise unallocated feasibility funding; capitalising spend relating of A29 design fees; savings from precepts and apprenticeship levy; and other small savings including a review of recruitment plans.

Fire and Rescue and Communities

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Balance of resource required for the Fire Improvement Plan.	£1.426m	Use of Fire Improvement Reserve.	(£1.426m)	
Increase in expected fire pension charge over and above increased grant from Government.	£0.200m	Reduction in library service spend and vacancy management savings.	(£0.300m)	
Fire and Rescue and Communities Portfolio – Total	£1.626m		(£1.726m)	(£0.100m)

45. The Fire and Rescue and Communities portfolio is projecting a £0.1m underspend, a decrease in spending of £1.726m which reported in June. It should be noted that the allocation of £1.426m from the Fire Improvement Reserve is included in the reduction; therefore the outturn projection has effectively decreased by £0.3m.

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46. 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.
47. This pressure has been offset by staffing vacancy savings within Communities and a reduction in spend within the library services for the remainder of the financial year.

Highways and Infrastructure

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Non-delivery of savings from Highways term maintenance contract (£1.106 from 2018-19 & £0.374m 2019-20).	£1.480m	Additional capitalisation of staff and works.	(£0.330m)	
Estimated legal and procurement costs relating to the highways contract.	£0.400m			
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			
Highways and Infrastructure Portfolio –Total	£2.580m		(£0.330m)	£2.250m

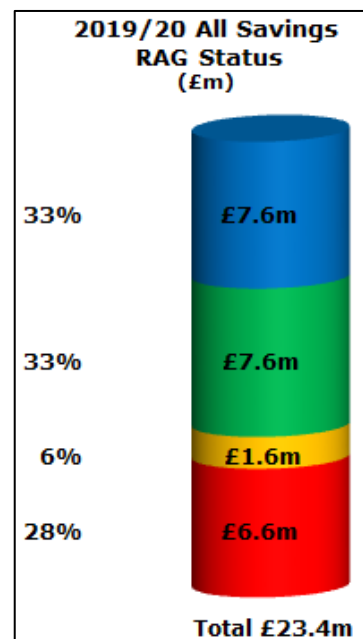
48. The Highways and Infrastructure portfolio is projecting a £2.250m overspend, a decrease in overspend of £0.230m since June. The main area of overspending relate to the delay in procuring the new Highways contracts which in turn, has meant that the associated savings (£1.106m from 2018-19 and £0.374m in 2019-20) are unlikely to be achieved. The current timetable anticipates contract start dates of 1st April 2020, at which point the savings should be realised. In addition to this, procurement and legal costs relating to the retendering are expected to lead to an additional overspending of £0.4m; however the area remains under scrutiny and options are being explored to find potential mitigations.
49. 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. Whilst estimated journey numbers have increased from the forecast level, it should be noted that the overall national trend remains downwards and West Sussex data continues to reflect this.
50. An overspending of £0.350m is projected within the Transport Bureau budget. There has been a general increase in the use of the in-house service, particularly within Education which has affected the current financial position. These overspending areas have been partly been mitigated by the additional capitalisation of staff and works.

Outlook for the Savings Programme

51. The 2019-20 savings target across portfolio budgets is £23.4m. Of this amount:

- £15.2m (66%) is currently judged as on track and has either been delivered as originally envisaged or the saving has been achieved via a different mechanism;
- £1.6m (6%) is judged as amber where further work is required to ensure the saving can be achieved and
- £6.6m (28%) is judged as red with no expectation of delivery.

52. The savings judged as red with no expectation of delivery are included in the overall £7.355m 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.



Capital Programme

53. The 2019-24 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 £115.6m, with £102.2m on core services and £13.4m on income generating initiatives.

Corporate Transformation

54. Appendix 5 contains an overview of the current transformation programme currently underway.

Workforce

55. Further to the workforce Key Performance Indicators (KPI's) detailed in Appendix 6 and the annotated commentary:

- Workforce information for the three service areas that are the priority focus for the Council (Adults, Children's and Fire and Rescue Services) has been included in this quarter's document.
- There has been a significant increase in headcount from 302 to 353 for Agency (Manpower) workers and an associated increase of £0.977m (43%) in the contract spend. This increase is due to the use of agency staff in Children's Services to fill uncovered vacancies as part of the Improvement Plan and in Adults Services, to process and remove case backlogs. Whilst the use of agency workers provides flexibility to meet short term workforce needs, it is important to ensure that this method of working does not become a longer term solution. The monitoring of

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agency headcount and contract spend enables agency use to be regularly assessed and challenged.

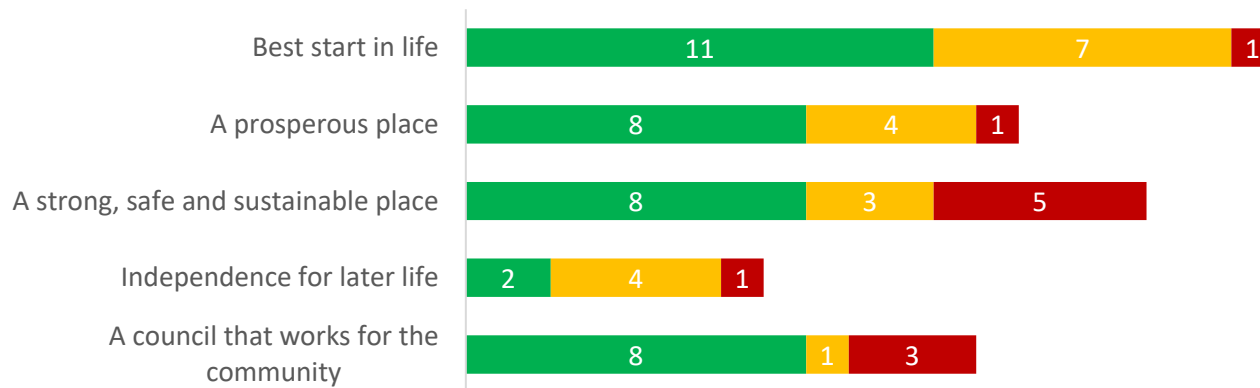
- There has been a significant increase of 35% in the number of calendar days lost for long-term sickness (defined as more than 21 calendar day's absence). The number of days lost (12,401) is 3,196 higher than in Q1. For KPIs such as sickness, it is always advisable to compare against the same quarter in previous years as seasonal trends often occur. When compared with Q2 for 2018, there is still an increase of 733 calendar days lost for long-term sickness. Current long term sickness levels equate to 2.3 average calendar days per FTE (compared with 3.1 days for all calendar days lost to all sickness absence).
- Poor mental health (anxiety, depression, stress) is the top reason for our long-term sickness absence. A Health and Wellbeing in the Workplace survey was undertaken in July. The findings from this survey are informing actions being taken to improve the position including: joint working with Public Health to embed employee wellbeing and health interventions within the People Strategy (e.g. mental health first aiders; establishment and promotion of a mental health staff network); reviewing resilience & mental health training; revising our performance management procedure with a greater emphasis on early intervention to minimise absence and achieve earlier return from absence.
- Last quarter, Members raised questions on the level of formal appraisal training provided to managers and supplementary information on the number and percentage of managers who have received formal appraisal training was provided. The following actions are being undertaken:
 - i. Managers identified as not receiving formal appraisal training has been cross-checked against the list of managers who have now booked on to formal training;
 - ii. Managers who received informal appraisal training (e.g. trainers attending team meetings) are being identified and encourage to book on to formal training where appropriate to do so;
 - iii. The managers that are not booked on formal training and have received no informal training are being targeted to ensure that formal training is provided at the earliest opportunity.

September TPM

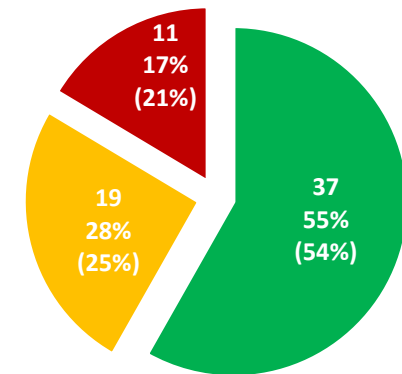
Performance exception report

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

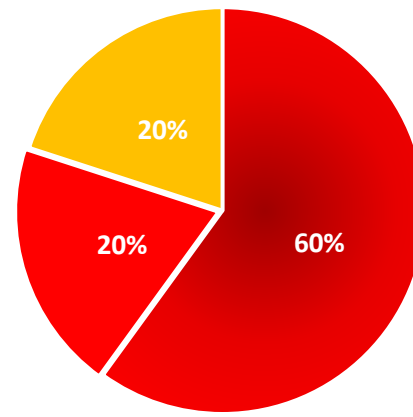


March 2019 outturn in brackets



Exception Report Indicators

Currently Red and forecast Red 12
 Currently Red, forecast Amber or Green 4
 Amber but getting worse 4
 20



- Currently Red and forecast Red
- Currently Red, forecast Amber or Green
- Amber but getting worse

Monthly/Quarterly Measures


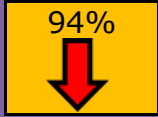



Measures for success	Target	2019/20 Milestone	Jul-19	Aug-19	Sep-19	Forecast (Year End) Reported Status
8 West Sussex Children Looked After per 10,000	Top quartile of statistical neighbours by 2022 - ≤40.5	40.5	42.3 ↑	42.6 ↑	43.4 ↑	A
35 Calls to critical fires where the first fire engine met our emergency response standard	90% by 2022	89%	84.5% (Jun 19) ↑		Δ	A
38 Households living in temporary accommodation per 1,000 households	Top quartile of statistical neighbours by 2022 - ≤0.9	1.3	2.2 (Mar 19) ↑		Δ	R
39 Average time between a child entering care and moving in with their adoptive family	≤365 days by 2022	420	486.21 ↑	482.47 ↓	486.24 ↑	R

Δ one quarter in arrears

Annual Measures

Measures for success	Target	2019/20 Milestone	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
16a Countywide take up of free early education and childcare: 3 and 4 year old	Top quartile of statistical neighbours by 2022 - 98.5%	97.0%	95% ↓	94% ↓		A
18c Children Looked After (12 months+) achieving educational outcomes in line with their peers KS1	In line with national average of peers KS1 37%	19.0%	33.3% ↑	suppressed ↓		R
20a Attainment of disadvantaged pupils is in line with their peers KS4	In line with national average of peers by 2022 KS4 0.57	0.57	0.75 ↑	0.79 ↑		R
20b The attainment gap of disadvantaged pupils is in line with their peers KS2	In line with national average of peers by 2022 KS2 19%	22.00%	23% ↓	23.4% ↑		A
21 Business start-ups	Top quartile of statistical neighbours by 2022 - 11.55%	10.9%	10.8% ↓	*		A
29 16-17 year olds who are not in education, employment or training	Top quartile of Local Authorities nationally by 2022 - <1.9%	2.6%		2.7% ↑	3.2% (in year) ↑	G
30 Apprentices in West Sussex	≥7,390 by 2022	6,703	4,790 ↓	*		A
31 Adults with learning disabilities who are in paid employment	England average or better by 2022 - 6%	4.0%	3.2% ↑	2% ↓		R
7 Emergency Hospital Admissions for Intentional Self-Harm, per 100,000 population	top quartile of statistical neighbours - 175.65	206.7	222.2 ↑	*		R
34 Air Quality Management Areas where air quality is improving	10 Air Quality Management Areas with improved air quality	10	8 →	*		R
36 People killed or seriously injured in road traffic accidents per billion vehicle miles	Top quartile of statistical neighbours by 2022 - ≤57	80	102 (2017) ↓	104 (2018) ↑		R
46 Household waste sent to landfill	9% by 2022 (top quartile)	19%	39% ↓	30.18% ↓		A
53 Older people (aged 65+) who were still at home 91 days after discharge from hospital	Top quartile of statistical neighbours by 2022 - >88.9%	88.2%	87.8% ↑	68% (in year) ↓		R
56 Level of satisfaction of the services received by our residents	80% by 2022	75%	Biennial	46%	Biennial	R
57 Residents who agree that the council provides good value for money	80% by 2022	75%	Biennial	35%	Biennial	R
58 Residents who find it easy to access information, services and support they need	80% by 2022	75%	54% ↑	48% ↓	Now Biennial	R

Recovery Plans for exception report indicators

<p>8. West Sussex Children Looked After</p>	<p>Target Top quartile of statistical neighbours by 2022 - ≤40.5 per 10,000</p>	<p>Current Performance</p> <div style="text-align: center;">  </div>	
<p>Reasons for performance</p>	<p>Recovery actions</p>		
<p>The rate of Children Looked After is lower than the national and statistical neighbour averages. As identified in the Children First Practice Improvement Plan, improvements are required in assessment and care planning.</p>	<p>Embed Signs of Safety to ensure a consistent practice model for all practitioners. Training of staff has commenced.</p>		
	<p>Review of practice standards and policies and procedures to ensure clear guidance for staff.</p>		
	<p>Quality Assurance Framework updated with a collaborative approach to case file auditing to promote a learning culture to improve the quality of social work practice.</p>		
<p>16a. Countywide take up of free early education and childcare: 3 and 4 year olds</p>	<p>Target Top quartile of statistical neighbours by 2022 - 98.5%</p>	<p>Current Performance</p> <div style="text-align: center;">  </div>	
<p>Reasons for performance</p>	<p>Recovery actions</p>		
<p>Further analysis is required as childcare providers are reporting lower uptake than previous years but this is not yet quantified. This is likely to reflect the reducing birth rates in recent years.</p>	<p>IPEH proactively contacts families that are known to us who are not taking up this offer and are encouraged to take it up.</p>		
<p>18c. Children Looked After achieving educational outcomes in line with their peers KS1</p>	<p>Target In line with national average of peers KS1- currently 37%</p>	<p>Current Performance</p> <div style="text-align: center;">  </div>	
<p>Reasons for performance</p>	<p>Recovery actions</p>		
<p>KS1 – For those in continuous care over 12 months, this is a very small cohort and results will significantly vary from year-to-year.</p>	<p>We are working with schools and social care colleagues to ensure that our Children Looked After have robust education plans in place and access to appropriate support.</p>		
	<p>Improving our in-year data to target support and identify patterns across the cohort.</p>		
<p>20a and 20b. Attainment GAP of disadvantaged pupils is in line with their peers KS2 and KS4</p>	<p>Target In line with national av. of peers by 2022 - KS2 - 19%, KS4 =0.57</p>	<p>Current Performance</p> <div style="text-align: center;">  </div>	<div style="text-align: center;">  </div>
<p>Reasons for performance</p>	<p>Recovery actions</p>		
<p>Current performance indicates West Sussex is still not performing as well as national averages. However, this gap continues to narrow. Performance links directly to a small number of poorer performing schools/academies.</p>	<p>The county strategy is developing a more inclusive practice in schools through the 'index for inclusion' work, and the SEND projects are expanding through the area inclusion and improvement board, brokering and monitoring school-to-school support.</p>		
<p>This is a priority for the school improvement team working with colleagues in schools to develop good practice.</p>	<p>We have increased visits from our school effectiveness team and carefully focused interventions have been implemented in targeted schools where disadvantaged numbers are just below thresholds.</p>		
	<p>We have increased the challenge on data relating to disadvantaged pupils and increased our visits from our school</p>		

	effectiveness team. Carefully focused interventions have been implemented in targeted schools where disadvantaged numbers are just below thresholds to boost progress.
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21. Business Start ups	Target Top quartile of statistical neighbours by 2022 - 11.55%	Current Performance <div style="border: 2px solid black; padding: 5px; display: inline-block;"> 10.8% </div>
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Reasons for performance	Recovery actions	
The number of business births in West Sussex has fallen over the year 2016-2017, as it did across all county and unitary authority areas in the South East region, but in comparative terms we rose in ranking to 6 th from 8 th against our statistical neighbours. The decline has occurred against the slowing of the broader economy nationally. (2017 results released in Nov 2018).	Year-end forecast is amber as we are close to the new 2019-20 target (10.9%). Note - top quartile is now 11.55% and not 12.89% as it was last year.	
	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.	
	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.	


29. NEETS	Target Top quartile of Local Authorities nationally by 2022 - <1.9%	Current Performance <div style="border: 2px solid black; padding: 5px; display: inline-block;"> 3.2% </div>
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Reasons for performance	Recovery actions	
The NEET cohort changes on a daily basis, and there is a major transition point on September 1 st each year. Whilst there are interventions to support NEET young people throughout the year, there will always be a significant increase in autumn and a balancing out by the following summer. As we get better at tracking we will find more NEET young people. This particularly explains the recent increase of NEET. Other factors include the lack of low-level training provision available across the county, a significant number of young people presenting with mental health issues, and a number of young people who failed to achieve or indeed attend in their final year of school.	There has been significant improvement in our tracking performance over the last 2 years with improved data sharing between schools, colleges and ourselves, increased responsibility onto delivery teams to ensure better information sharing within local networks, and responded quickly and effectively to contact and offer support to young people who have dropped out of post-16 education and training provision.	
	The 250+ that we are currently working with are those young people who have agreed to be supported by us. Their range of needs is broad and they may already be working with other council services. It will take time for many to be EET ready.	
	There are fantastic success stories with vulnerable young people progressing through the support of the team. Their work encompasses a range of interventions, home visits, support in interviews, application writing, brokering support, and constant communication.	
	The NEET figure will decrease over time with timely identification and sufficient resourcing. The team is at full capacity with caseloads increasing as we strive to meet our challenging ESIF targets. Every quarter we work with another 100+ NEET. This is in addition to those we have signed up in previous quarters and who may not yet have been moved into an EET destination.	




30. Apprentices in West Sussex	Target ≥7,390 by 2022	Current Performance <div style="border: 2px solid black; padding: 5px; display: inline-block;"> 4,790 </div>
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Reasons for performance	Recovery actions	
Reasons for the downturn in 2017-18 are varied and include the move	Following the significant drop in apprenticeship starts in the last academic year across the country; this year there is growth. It	


<p>from Apprenticeship Frameworks to Apprenticeship Standards, delays in implementation, the lack of available new standards and new sub-contracting rules going live, making it difficult for good, niche providers to continue to deliver, thus reducing the number of opportunities for apprentices and employers.</p>	<p>is likely this is a result of employers and training providers becoming more familiar with the apprenticeship levy introduced in 2017 and the significant development of new apprenticeship standards meaning they more readily meet the needs of employers.</p> <p>The County Council has actively promoted the transfer of its apprenticeship levy digital fund to pay apprenticeship training for other employers in the county. We are currently supporting 25 West Sussex employers to support new apprenticeship starts which will help contribute to further growth.</p>
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<p>31. Adults with learning disabilities who are in paid employment</p>	<p>Target England average or better by 2022 - 6%</p>	<p>Current Performance</p> <div style="text-align: center;"> <p>2%</p>  </div>
<p>Reasons for performance</p>	<p>Recovery actions</p>	
<p>Supported employment is an 'early help' service and people can refer to the service directly without social care assessment and are not always 'known to the council' or included in measure.</p> <p>NOTE - These measures will take some time to impact but will change the attitude to employment from young people, parents and schools.</p>	<p>Introduced a consistent approach to developing and evaluating employability for young people from year 11.</p> <p>SEND Employability Task Group established with SEND employment Plan being developed with key stakeholders and SEND Employment campaign was launched in March 2019.</p> <p>Tender for new Supported Employment Service to start in April 2020, with more emphasis on paid employment rather than voluntary work.</p> <p>Project to increase number of Supported Internship places offered by FE colleges has progressed from 10 to 39 places starting in September 2019 and increased from 1 college to 4 colleges offering Internships</p> <p>Commissioning new SEND Job Clubs in 2020/21</p> <p>Piloting work programmes in 2-day services 2019.</p>	

<p>7. Emergency Hospital Admissions for Intentional Self-Harm</p>	<p>Target top quartile of statistical neighbours - 175.65 per 100,000 population</p>	<p>Current Performance</p> <div style="text-align: center;"> <p>222.2</p>  </div>
<p>Reasons for performance</p>	<p>Recovery actions</p>	
<p>Self-harm is due to multiple and inter-related risk factors, there is no single or simple approach that impacts on this area. As the indicator only measures activity at the upper end of the pathway, i.e. Hospital admissions, it is difficult to assess the effect of preventative interventions which may have an effect downstream.</p>	<p>Targeting people before they start to self-harm and promoting mental wellbeing across the population (with greater intensity to those groups at high risk of poor mental health or self-harm). This includes 'whole school approaches' to build positive cultures and ethos around mental and emotional wellbeing. WSCC is developing its offer around this approach.</p> <p>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.</p> <p>Producing a rapid health needs assessment to identify key local drivers and priority areas.</p> <p>Recruiting two dedicated posts, one addressing whole school approaches to emotional wellbeing and the other specifically focussed on self-harm.</p> <p>Ensuring that West Sussex and Sussex and East Surrey STP suicide prevention activity is coordinated with other activity in this area.</p> <p>Continuing to commission (with our NHS partners) a comprehensive set of interventions across the pathway, from prevention, through to early intervention and then on to more specialist clinical services.</p>	


<p>34. Air Quality Management Areas where air quality is improving. (Nitrogen Dioxide (NO²))</p>	<p>Target 10 Air Quality Management Areas with improved air quality</p>	<p>Current Performance </p>
<p>Reasons for performance</p>	<p>Recovery actions</p>	
<p>A number of factors such as weather variations and volume of traffic.</p> <p>The data we report on is drawn from the District and Boroughs' Annual Status Reports which are not available until they have been ratified by Defra.</p>	<p>The Inter-Authority Air Quality group met in June and received reports from Chichester and Mid Sussex District Councils giving detail on their areas specific needs and actions they have identified.</p> <p>Working with District and Borough authorities and Sussex-air to add additional anti-idling signs to level crossings.</p> <p>The Defra funded project with schools have promoted findings to date at a Beat the Streets event in Arun. Early findings are that 1,465 pupils were involved, cycling to school doubled from 3% to 6% and driving to school by car dropped by 13%.</p> <p>Through our membership of Sussex-air, we have been successful in gaining funding for work around wood burning. The Clean Air Sussex campaign will gather information on where residents are reliant on solid fuel as their main source of heating, provide advice on how to use their wood burning stoves most efficiently, and signpost to available support for alternative fuel sources.</p> <p>The Sustainability Team and Public Health Team are co-producing a long-term behaviour change.</p>	
<p>35. Calls to critical fires where the 1st fire engine met our emergency response standard</p>	<p>Target 90% by 2022</p>	<p>Current Performance </p>
<p>Reasons for performance</p>	<p>Recovery actions</p>	
<p>The 2018-19 average missed the 89% target by 1%. This represents a good performance as this was achieved with fewer fire engines and fire fighters than when the target was set.</p> <p>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.</p>	<p>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'.</p> <p>The whole of the FRS is focussed on increasing OCS availability as when stations are not available our performance is often impacted.</p> <p>Reduction in resource has been compensated for by proactive management of crewing and constantly moving resources to meet our risk profiles. This is a notable work load for the duty Level 3 officer, but the performance gain is clear.</p>	
<p>36. Killed or seriously injured in road traffic accidents per billion vehicle miles</p>	<p>Target Top quartile of statistical neighbours by 2022 - ≤57</p>	<p>Current Performance </p>
<p>Reasons for performance</p>	<p>Recovery actions</p>	
<p>While the number of KSI casualties has remain broadly similar, the estimated number of vehicle miles travelled shrunk slightly in 2018 and this has resulted in an increase in the number of KSI casualties per billion miles travelled from 102 in 2017 to 104 in 2018.</p>	<p>It should be recognised that the benefits from road safety engineering schemes take time to translate into reductions in the casualty figures.</p> <p>Re-focus our investments to ensure safety is our key driver. Continued investment with £600,000 earmarked for road safety investigation and improvement schemes in 2019 including resurfacing and profiling bends on the B2133 Hughes Hill, Wisborough Green; reconfiguration of mini-roundabout</p>	

<p>The first 7 months of 2019 are showing a slight improvement when compared to 2018 with 83 fewer injury collisions being reported up to the end of July 2019. The number of KSI casualties, however is slightly up with 294 being reported in the first 7 months of 2019 against 281 in the same period of 2018.</p> <p>This is an extremely challenging target and one where interventions implemented by West Sussex County Council will take time to impact upon outcomes.</p>	<p>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.</p> <p>We are investing in training two members of staff who will complete the RoSPA Road Safety Engineering course in October; this is 10 days formal Collision Investigation/Road Safety Engineering training, recognised as the industry standard for road safety engineers.</p>
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<p>38. Households living in temporary accommodation</p>	<p>Target Top quartile of statistical neighbours by 2022 - ≤0.9 per 1,000 households</p>	<p>Current Performance</p> <div style="border: 2px solid red; padding: 5px; text-align: center; color: white;"> <p>2.2 (Mar 19)</p>  </div>
<p>Reasons for performance</p> <p>Full-service roll-out of Universal Credit across the county is making the private rented sector reluctant to rent out properties to families reliant on this benefit to pay the rent.</p> <p>The target will continue to be challenging as the housing options available to households reliant on the benefit system or on a low income in West Sussex are extremely limited.</p>	<p>Recovery actions</p> <p>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.</p> <p>A 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.</p> <p>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.</p> <p>Joint work with the D & B Housing services is ongoing to develop joint temporary accommodation portfolios and homeless prevention initiatives to stop households from becoming homeless and entering the system. This includes the use of redundant WSCC properties as temporary accommodation. In addition, with partners it is exploring the feasibility of shared use of temporary accommodation, taking a unified approach to working with the private rented sector in West Sussex and other initiatives such as the development of modular housing to tackle the pressures on accommodation.</p> <p>A successful bid to MHCLG has secured £275,000 in funding to prevent rough sleeping which is being delivered through local homeless charities. This work is overseen by the Strategic Housing Group that reports into the Chief Executives Group.</p>	

<p>39. Average time between a child entering care and moving in with their adoptive family</p>	<p>Target 365 days by 2022</p>	<p>Current Performance</p> <div style="border: 2px solid red; padding: 5px; text-align: center; color: white;"> <p>486.24</p>  </div>
<p>Reasons for performance</p> <p>The adoption scorecard indicator relates to children who have been adopted over the preceding 3 years.</p>	<p>Recovery actions</p> <p>Improvement Plan in place to improve use of Fostering for Adoption. This will increase the number of dual approved adopters so that young children can be placed at a very early</p>	


<p>The figure has increased, although we remain below the England average of 532.</p> <p>There has been one adoption in September, which took 752 days from entering care to being placed with adopters.</p> <p>The timescale for this measure remains high due to Adoption Orders granted for children with specific and complex needs where it was challenging to identify suitable adoptive placements.</p>	<p>stage. Working Group established to ensure commitment and effective deployment of resources. Monthly monitoring in place.</p>
	<p>Targetted use of social media and publicity to recruit additional prospective adopters. Website relaunched to promote the benefits of adopting through West Sussex County Council. Duty social work arrangements strengthened to ensure a timelier response to initial enquiries.</p>
	<p>The Adoption Team are providing earlier consultation and advice to the Family Support & Protection and Children Looked After Teams to ensure the timely completion of Child Permanence Reports for children with a plan of adoption.</p>
	<p>Advanced Practitioner post established (start date: 23/09/2019) in the CLA team with a specialist remit for permanency planning, improving quality of adoption work and ensuring timeliness.</p>
	<p>Stronger management grip to ensure early permanence and matching is considered for unborn children.</p>
	<p>Review of adoption tracker using the software tool Power BI to ensure effective and timely care planning for children requiring adoption.</p>
	<p>Development of a Regional Adoption Agency (RAA) – Adoption South East will ensure greater placement opportunities for West Sussex children requiring adoption. The RAA is scheduled to go live in April 2020.</p>

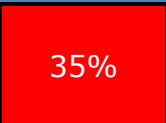
46. Household waste sent to landfill	Target 9% by 2022 (top quartile)	Current Performance <div style="background-color: red; color: white; padding: 5px; text-align: center;">30.18% </div>
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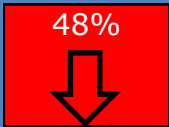
Reasons for performance	Recovery actions	
Operational issues with the baling and handling of Refuse Derived Fuel being prepared for export for energy recovery in the EU have meant we have not met the expected target in the last quarter. In such instances the fall-back disposal outlet is landfill.	The operational issues experienced are now under control and work is being undertaken to maintain the daily target number of loads leaving the site for energy recovery.	

53. Older people (aged 65+) who were still at home 91 days after discharge from hospital	Target Top quartile of statistical neighbours by 2022 - >88.9%	Current Performance <div style="background-color: red; color: white; padding: 5px; text-align: center;">68% </div>
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

Reasons for performance	Recovery actions	
After the point of discharge the service has no influence on achieving a successful outcome. Requires a telephone survey of customers. The reliability of the results is questionable as there is difficulty in tracking down former customers and confusion for the customers	Work is underway to consider whether there are more effective ways of using this measure through SE ADASS networks.	
	West Sussex has a number of reablement offers that contribute to supporting independence, these include both home based reablement and bed-based provision. A local based measure looking at these outcomes would be more reflective of the local picture.	

56 Level of satisfaction of the services received by our residents	Target 80% by 2022	Current Performance 
Reasons for performance	Recovery actions	
This is an overarching corporate measure, which reaches across all services. We constantly work to make it easier for customers to get information and support they need, and we focus on the quality of service at our front door when a customer calls us. However, when customers tell us about their experience and satisfaction, they will look at their total interaction with the council, for example receiving children’s services, or how quickly we filled a pothole, there could be many reasons along the customer interaction that impacted their satisfaction. As the council reduces budgets and services this could have a negative impact our customer’s satisfaction.	The council has a corporate communication campaign informing customers of the budget challenge helping to manage their expectation.	
	The council has large scale improvement activity within services which will improve the delivery of services, which will help to improve our customers satisfaction.	
	Continue to focus on our customer centre value and ownership of customer contact, across all services, joining up the end to end customer journey.	
	The communications team will work closer with services to put additional focus around the promotion of features on service improvements and resident success stories – especially around the areas where residents were least satisfied.	
	A project is underway to look at options for launching a new residents’ survey.	
	Work has begun to ensure that our website is compliant with the new accessibility regulations by the September 2020 deadline. This will make our website faster and easier to use for more of our residents.	
	Through our communications channels we are sharing with residents both the budget challenge as well as our achievements.	
With reducing budgets will continue to work with staff to help manage customer expectation through our customer service training. We have delivered our new Customer Service training to 48 staff over 16 services since its launch in Autumn 2018. Monthly training continues, and we are working with Directors to target areas where we receive the most complaints.		









57. Residents who agree that the council provides good value for money	Target 80% by 2022	Current Performance 
Reasons for performance	Recovery actions	
The target has been missed because respondents did not perceive the council is delivering good value for money. There could be a host of reasons for this including a lack of awareness of the work we are doing to deliver value for money for our residents.	The communications team increased the promotion of budget-related information this year.	
	The council is committed to being as efficient and effective as possible and we are doing things to make the best use of the resources we have. For instance, we are investing in solar farms to power homes but also generate income.	
	We are working with partners to bring together growth and investment across the county and we are looking at creating community hubs to protect vital services and making the most of the buildings we have.	
	Additionally, we are engaging with residents proactively about the financial situation and the work we are doing to deliver value for money.	
	The council is committed to being as efficient and effective as possible and is delivering this through its transformation projects.	

<p>58. Residents who find it easy to access information, services and support they need</p>	<p>Target 80% by 2022</p>	<p>Current Performance </p>
<p>Reasons for performance</p>	<p>Recovery actions</p>	
<p>This is an overarching corporate measure, which reaches across all services. We constantly work to make it easier for customers to get information and support they need, and we focus on the quality of service at our front door when a customer contacts us. However, when customers tell us about their experience and how easy it is to contact the council, they will look at their total interaction with the council, for example how easy it was to request and receive Childrens/Adults services, or how easy was it to report a pothole, and how quickly was it filled. There could be many reasons along the customer interaction that impacted their perspective of how easy it has been.</p>	<p>We continually work with services to improve their top volume areas.</p>	
	<p>Work is underway to ensure our corporate website and subsites meet the new Accessibility criteria by September 2020.</p>	
	<p>The Right Service Right Place team are deploying digital capability that will enable customers to self-serve with the council 24/7.</p>	
	<p>We are working with the Customer Service Centre to understand our customers issues and work closely with services to improve our end-to-end customer journey.</p>	
	<p>To make the information available quickly and easily, at a time convenient to our customers, we have published the frequently asked questions on our website reducing the need to contact us.</p>	
	<p>We have delivered our new Customer Service training to 48 staff over 16 services since its launch in Autumn 2018. Monthly training continues, and we are working with Directors to target areas where we receive the most complaints.</p>	
	<p>Following changes in the eligibility criteria for Blue Badge applications the webpages have been reviewed, providing clearer guidance. Additional staff have been deployed to minimise any impact on service levels to customers.</p>	










Monthly/Quarterly Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Jun-19	Jul-19	Aug-19	Sep-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%	85.6% ↑	85.6% →	●	86.0% ↑	A
 3	Pupils attending West Sussex schools that are judged good or outstanding by Ofsted	Monthly	Top quartile of all Local Authorities by 2022 - currently >91.8%	89.0%	H	81%	86.1% ↑	85.5% ↓	●	85.7% ↑	A
 4	Attendance of West Sussex Children Looked After at their school	Monthly	Top quartile of all Local Authorities by 2022 - 96.4%	92.0%	H	92.7%	85.7% ↓	91.1% ↑	●	92.2% ↑	A
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	3,403 ↑			3,724 ↑	G
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	41.9 ↓	42.3 ↑	42.6 ↑	43.4 ↑	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%	2.6% ↑	2.18% ↓	2.73% ↑	2.2% ↓	G
 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%	9.9% ↑	9.6% ↓	10.42% ↑	9.84% ↓	G
 11	Review of Child Protection Conferences completed in timescales	Monthly	≥99% by 2022	99%	H	96.6%	100% →	100% →	100% →	100% →	G
 12	Child Sexual Exploitation - cases managed at medium or low levels of risk	Monthly	≥80% by 2022	80%	H	75%	85% ↓			83% ↓	G
 13	West Sussex children placed in residential homes rated good or outstanding	Quarterly	90% by 2022	88%	H	84%	90.5% ↓			96.4% ↑	G
Outcome - Children and young people are able to thrive											
 19	Reoffending rates for children and young people (aged 10 to 17)	Quarterly	Top half of statistical neighbours by 2022 - 31.4%	33.0%	L	37.3%	43.5% ↑			30.4% ↓	G











Monthly/Quarterly Measures

Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Jun-19	Jul-19	Aug-19	Sep-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			8,199 ↑	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% (Mar 19) ↑		80.2% (Jun 19) ↑	G	
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%	84.5% ↑		Δ	A	
 37	Operation Watershed fund allocated to community projects	Quarterly	103 projects supported by 2022	83 cumulative	H	50	73 →		76 ↑	G	
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	2.2 (Mar 19) ↑		Δ	R	
 39	Average time between a child entering care and moving in with their adoptive family	Monthly	≤365 days by 2022	420	L	466.69	480.73 ↓	486.21 ↑	482.47 ↓	486.24 ↑	R

Monthly/Quarterly Measures













Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Jun-19	Jul-19	Aug-19	Sep-19	Forecast (Year End) Reported Status
	40 Safe and Well visits carried out for those at highest risk	Quarterly	19,800 by 2022 cumulative	11,800	H	4,000	10,036 ↑			Δ	G
	41 Reports of crime in West Sussex - overall crime recorded per 1,000 population	Quarterly	below the regional average by 2022 - 65.19	65.19	L	56.07	64.1 ↑			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 (Mar 19) ↑			Δ	G
Outcome - Sustainable environment											
	43 Renewable energy generated by WSCC	Quarterly	50% increase on baseline by 2022	9,141 MWh	H	6,094MWh	5,817			11,666 cumulative	G
	44 Carbon reduction achieved by WSCC in tonnes emitted	Quarterly	50% decrease on baseline by 2022	16,011	L	32,022	4,144			6,815 cumulative	G
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%	79% ↑			80.6% ↑	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%	90% ↑			88.9% ↓	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	2.06 ↑	2.95 ↑		**	G

Monthly/Quarterly Measures













Measures for success	Report Cycle	Target	2019/20 Milestone	Aim High /Low	Baseline	Jun-19	Jul-19	Aug-19	Sep-19	Forecast (Year End) Reported Status	
A council that works for the community											
Outcome -Open and transparent											
 59	Freedom of Information requests responded to within time	Monthly	95% by 2022	95%	H	80%	95% ↑	87% ↓	96% ↑	90% ↓	A
 60	Formal member meetings webcast	Quarterly	Increase by 10% each year to 2022 to 36.4%	31.2%	H	26%	43% ↑			55.6% ↑	G
 61	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	23,394 ↑			23,598 ↑	G
 62	Decision transparency	Quarterly	To increase to 75% the number of key decisions published in the Forward Plan at least 2 months prior to the decision being taken	70%	H	64%	61% ↓			68% ↑	G
 63	Social media presence of the Council: residents interacting with the Council's social media platforms - Facebook likes	Monthly	Increase by 10% each year to 2022 from Mar 2019	6,710	H	3,986	6,800 ↑	6,900 ↑	7,039 ↑	7,166 ↑	G
Outcome - Listens and acts upon											
 64	Residents' issues considered by County Local Committees	Quarterly	60% by 2022	50%	H	11%	72% ↑			72% →	G
 65	Level of community grants that support The West Sussex Plan priorities	Quarterly	100% by 2022	100%	H	100%	100% →			100% →	G
 66	The County Council's response to recommendations from customer complaint resolutions	Quarterly	100% by 2022	90%	H	94%	100% ↑			100% ↑	G
Outcome - Works in partnership											
 67	Partnership 'deals' achieved between the County Council and our District and Borough partners	Quarterly	12 deals signed by 2022	9	H	3	7 →			7 →	G

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












Annual Measures

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status	
Best start in life											
Outcome - All children and young people are ready for school and work											
	1	Children achieving a 'Good Level of Development' in Early Years Foundation Stage	Annually (Oct)	Top quartile of all Local Authorities by 2022 - >73.8%	72.0%	H	70.6%	70.6%	71.4% ↑	G	
	6	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	
Outcome - Access to education that meets the needs of our community											
	14	Pupils attaining the expected standard at Key Stage 1 in reading, writing and maths	Annually (Dec)	exceed national average by 2022 - 66%	65%	H	56.2%	56.2%	61.5% ↑	62.9% (provisional) ↑	A
	15	Pupils attaining the expected standard at Key Stage 2 in reading, writing and maths	Annually (Dec)	exceed national average (currently 64%) by 2022	64%	H	55%	55%	61.8% ↑	61.8% (provisional) →	A
	16a	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
	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% ↑	suppressed ↓	R	
	20a	Attainment of disadvantaged pupils is in line with their peers KS4	Annually	In line with national average of peers by 2022 KS4 0.57	0.57	L	0.75	0.75 ↑	0.79 ↑	R	










Annual Measures

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
 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
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% ↓	*		A
 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
Outcome - Infrastructure that supports a successful economy										
 23b	Coverage of superfast fibre broadband	Annually (Oct)	96% West Sussex coverage by 2022	95%	H	95%	95.6%	95.9% ↑		G
 24	Additional school places delivered	Annually (Oct)	Total school places 127,256 by 2022	131,498	H	109,017	126,143	127,323 ↑		G
 25	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 ↑	18.01km (in year) ↑	G
 26	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
Outcome - A place that provides opportunity for all										
 27	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	£554.10 (2017) ↓	£574.90 (2018) ↑		G
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% ↑	3.2% (in year) ↑	G
 30	Apprentices in West Sussex	Annually (Nov)	≥7,390 by 2022	6,703	H	5,790	4,790 ↓	*		A

Annual Measures

Measures for success		Report Cycle	Target	2019/20 Milestone	Aim High/Low	Baseline	2017/18	2018/19	2019/20	Forecast (Year End) Reported Status
	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
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
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
	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
Outcome - A safe place										
	36 People killed or seriously injured in road traffic accidents per billion vehicle miles	Annually (Nov)	Top quartile of statistical neighbours by 2022 - ≤57	80	L	103	102 (2017) ↓	104 (2018) ↑		R
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	391 (2017) ↑	496 (2018) ↑		A
	46 Household waste sent to landfill	Annual	9% by 2022 (top quartile)	19%	L	49% sent to landfill	39% ↓	27.45% ↓		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

Annual Measures

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% ↑	69% ↓		R
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
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
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
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

* One year delay ** Two year delay

- Appendix 1 – Revenue Budget Monitor – to the end of September 2019
- Appendix 2 – Children Looked After – Placement Summary
- Appendix 3 – Savings Schedule – as at September 2019
- Appendix 4 – Capital Budget Monitor – to the end of September 2019
- Appendix 5 – Transformation Programme Update – as at September 2019
- Appendix 6 – Workforce Key Performance Indicators – as at September 2019

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	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	-229,970	0
Council Tax Collection Fund	-2,279	-2,279	-2,279	0
Business Rates	-85,466	-87,407	-41,641	0
Business Rates Collection Fund	294	294	294	0
Section 31 Business Rates Grant	-18,901	-18,901	-9,450	0
Business Rates Pool	0	-1,590	-1,590	0
Social Care Support Grant	-5,243	-5,643	-2,821	0
New Homes Bonus Grant	-3,933	-3,933	-1,967	0
Brexit Preparations Grant	0	-88	-175	0
Total Financing	-575,469	-579,488	-289,599	0
	Approved budget ¹	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	206,308	107,795	210
Children and Young People	101,123	101,307	57,885	11,300
Economy and Corporate Resources	47,340	47,233	24,822	3,412
Education and Skills	19,780	23,156	8,681	367
Environment (and Deputy Leader)	63,126	62,551	29,724	-815
Finance	12,798	11,479	6,911	-309
Fire and Rescue and Communities	36,320	36,199	16,222	-100
Highways and Infrastructure	32,926	32,903	20,092	2,250
Leader (and Lead Member for Children)	1,189	1,432	596	0
Sub-total	520,970	522,568	272,728	16,315
Non-Portfolio Budgets				
Capital Financing - Repayment (MRP)	10,150	10,957	10,957	0
Capital Financing - Interest	17,550	19,505	9,660	0
Revenue Contribution to Capital - Business Rates Pilot	1,000	1,000	0	0
Revenue Contribution to Capital - Other	1,032	1,032	0	0
Investment Income	-2,503	-2,681	-1,447	-361
Business Rates Pool	0	1,565	1,565	0
Care Leavers Council Tax Support	25	0	0	0
Contingency	3,400	32	0	0
Transfers to/(from) Reserves - Business Rates Pilot	18,141	20,082	20,082	0
Transfers to/(from) Reserves - Other	5,704	5,428	5,428	0
Sub-total	54,499	56,920	46,245	-361
Total Net Expenditure	575,469	579,488	318,973	15,954
Total Forecast Variation - overspending				15,954

¹ The approved budget has been restated to reflect the revised Cabinet structure adopted in August 2019, including the introduction of the Fire and Rescue and Communities portfolio

Contingency	£000
Original Budget	3,400
June TPM decision: transfer to Children First Improvement Plan Reserve	-1,942
June TPM decision: transfer to Fire Inspection Improvements Reserve	-1,426
Available Contingency	32

Agenda Item 8 Appendix 1

Balances and Reserves	Balance at 31 Mar 2019	Balance at 30 September 2019	Projected Balance at 31 Mar 2020	Projected Annual Movement	Comments on Significant Annual Movements
	£000	£000	£000	£000	
Earmarked Reserves:					
Capital Infrastructure	-12,028	-12,028	-12,028	0	Planned application of reserve to Education & Skills portfolio to finance unitary charge above PFI credits per funding model
Crawley Schools PFI Reserve	-599	-546	-76	523	
Street Lighting PFI Reserve	-23,522	-23,683	-23,574	-52	£1.8m capital injection per May 2019 contract variation to be financed by reserves; generates savings over lifetime of contract
Waste Management PFI Reserve	-12,479	-12,479	-10,679	1,800	
Waste Management MRMC 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 (lifecycle costs)
Adult Social Care Support Grant 2018/19	-1,517	-1,517	-1,517	0	£6.5m redirected to Service Transformation for Whole Council Design; potential source of funding for 2019/20 overspend
Budget Management Reserve	-30,110	-26,008	-19,713	10,397	
Business Infrastructure Reserve	-706	-706	-456	250	Holds gains arising from 75% local retention of business rates pilot (net of £1m applied to capital programme)
Business Rates Pilot Fund	0	-20,082	-20,082	-20,082	
Children First Improvement Plan	0	-1,942	0	0	
Deprivation of Liberty Safeguarding	-861	-861	-861	0	
Economic Growth Reserve	-1,297	-1,297	-1,297	0	£1.4m allocated to reserves from contingency (June IPM decision); planned in-year spend £0.8m
Fire Inspection Improvements	-365	-1,791	-1,000	-635	
Highways Commuted Sums	-3,057	-3,250	-3,250	-193	
Highways On-Street Parking	-968	-968	-621	347	£1m contribution from Finance & Resources portfolio per approved budget; reserve is largely committed in year
Infrastructure Works Feasibility	-1,348	-2,348	-60	1,288	
Insurance Reserve	-5,356	-5,356	-3,516	1,840	Planned use of reserve to finance increase in insurance provision for new claims
Interest Smoothing Account	-1,078	-1,078	-1,078	0	Outturn projection based on weighted five year average of grants held at year end
Revenue Grants Unapplied	-343	-400	-864	-521	
Schools Sickness & Maternity Insurance Scheme	-2,085	-2,085	-2,085	0	£6.5m contributed by Budget Management Reserve; £3m applied to base budget for WCD; Further drawdowns of £0.6m anticipated
Service Transformation Fund	-6,747	-10,247	-9,662	-2,915	
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	0	750	Funds earmarked as a contribution towards the budget mitigation plan Funds diverted from Education portfolio per approved budget (DSG replaces); increase mainstream provision via capital investment
Special Support Centres	0	-1,845	-1,845	-1,845	
Statutory Duties Reserve	-2,437	-2,437	-2,437	0	Planned drawdowns to fund development of Place Plans (£0.33m) and PropCo joint venture set-up (£0.25m)
Strategic Economic Plan (SEP) Reserve	-1,295	-1,210	-535	760	
Street Works Permit Scheme	-874	-874	-764	110	Includes £0.5m applied as balancing measure per approved 19/20 budget and further £0.4m earmarked for mitigation plan
Other Earmarked Reserves	-2,227	-1,840	-1,075	1,152	
Earmarked Reserves (Excluding Schools)	-140,616	-169,438	-145,132	-4,516	£2.4m applied to High Needs; Net £3.5m forecast DSG overspending, £0.5m to be paid to Early Years providers
DSG Reserve	-6,245	-3,845	201	6,446	
School Balances	-16,452	-15,540	-15,173	1,279	£0.9m released to school budgets (income post schools closedown); £0.4m banker balances to be released to DSG
Total Earmarked Reserves	-163,313	-188,823	-160,104	3,209	
General Fund	-20,286	-20,286	-20,286	0	Planned application of all unapplied grants to 2019/20 capital programme
Capital Grants Unapplied	-44,669	-44,669	0	44,669	
Total Usable Reserves	-228,268	-253,778	-180,390	47,878	

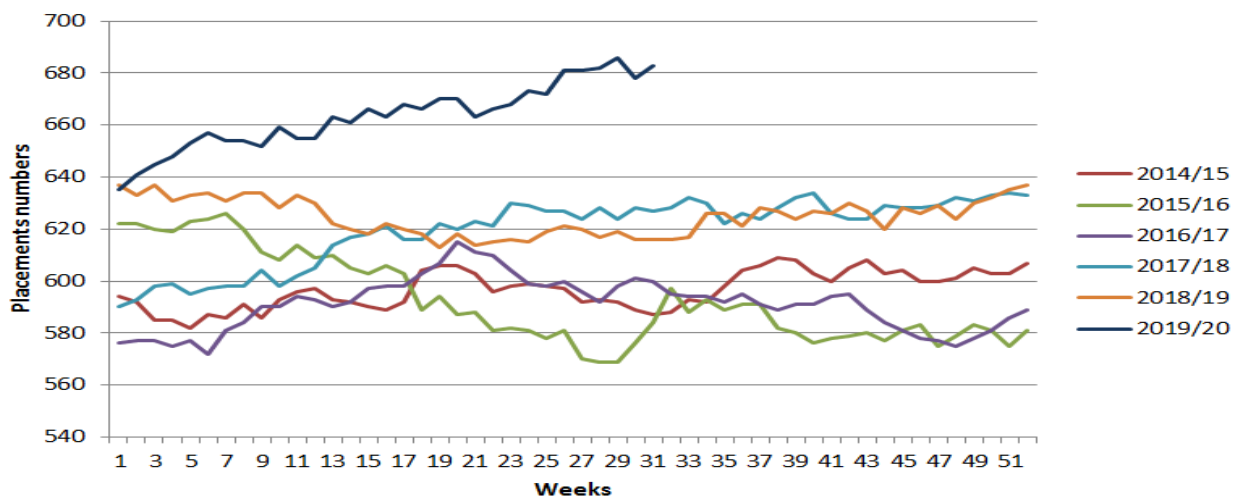
Children Looked After - Placement Summary 2019/20

Placement type	Expenditure budget 2019/20 (£)	Weekly unit cost March 2019 (£)	Number of placements affordable within budget	Placement Numbers end Sept 2019	Difference to affordable number	Percentage difference	Weekly cost Sept 2019 (£)	Difference in weekly cost from March 2019 (£)	Percentage difference
Mainstream (excluding asylum)									
External									
IFA Foster Care	4,786,700	833.92	110	149	39	35%	874.15	40.23	5%
IFA Parent and Child	377,400	1,350.59	5	7	2	31%	1,439.45	88.86	7%
Secure Unit	270,700	6,627.36	1	-	-1	-100%	-	-	0%
Agency Residential	9,406,400	4,293.56	42	68	26	62%	4,436.78	143.22	3%
Family Centre (Mother and Baby)				1	1	100%	7,498.00	7,498.00	100%
Internal									
Fostercare	5,328,600	363.98	281	290	9	3%	369.70	5.72	2%
Supported Lodgings/ Staying Put	916,400	243.60	72	71	-1	-2%	248.97	5.37	2%
Other placements for children looked after*									
Sub Total	21,086,200		565	614	49	9%			
Children with a Disability									
External									
CDT IFA Foster Care	307,300	949.39	6	6	-	0%	1,094.25	144.86	15%
CDT Agency Residential & Residential Schools	4,867,100	4,178.07	22	31	9	39%	4,126.82	51.25	-1%
Internal									
CDT Fostercare	173,300	301.00	11	15	4	36%	315.86	14.86	5%
Other placements for children looked after*									
Sub Total	5,347,700		30	15	-15	-4%			
Grand total	26,433,900		635	681	46	7%			

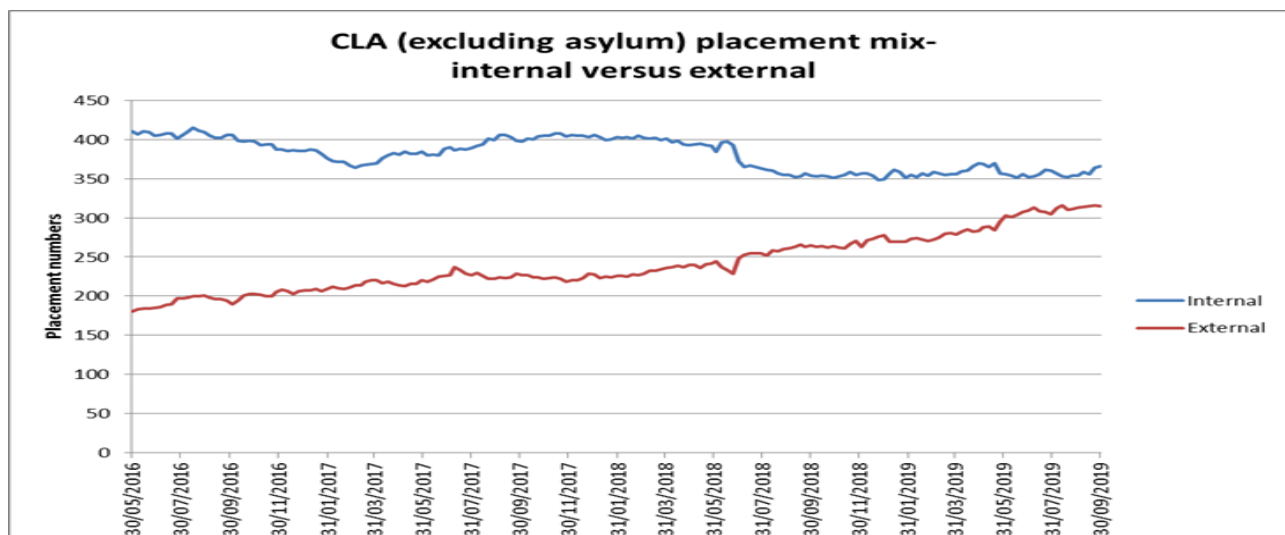
* Other placements include - placed for adoption, placed with parents, in house residential, independent living, NHS Trust, Young Offenders Institution, missing

The table below shows the number of Children Looked After placement numbers over the last six years.

CLA (excluding asylum) placement trends



The table below demonstrates the change in purchasing mix (internal v external) of Children Looked After placements over the last three years.



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Portfolio	Activity	Sep-19 £000	Current RAG September 2019	Comments
Adults & Health	Review options for in house provided services (Published Cabinet Member decision)	320	G	
Adults & Health	Use of the Minimum Income Guarantee for working age adults - higher customer contributions for around 1700 people (Published Cabinet Member decision)	300	A	Timing risk of circa £0.150m 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 (Published Cabinet Member decision)	600	B	
Adults & Health	Housing Related Support (Published Cabinet Member decision)	1,740	B	
Adults & Health	Revenue savings from capital investment re Westergate	100	R	Timing risk in 2019/20. Saving still expected to be delivered in full, but over a longer period because of construction delays. Mitigation has been planned elsewhere in the Adults budget, so it will not lead to overspending
Adults & Health	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	A	
Adults & Health	Staffing Review - across Children, Adults, Families, Health and Education (People Services)	175	A	Circa £0.050m delivered.
Adults & Health	Public Health Grant reduction plan - Staffing reductions	425	B	
Adults & Health	Public Health Grant reduction plan - Reprioritisation of Public Health budget	323	B	
Adults & Health	Public Health Grant reduction plan - Contract reductions	152	G	
Children & Young People	Provision of care leavers accommodation (Published Cabinet Member decision)	100	G	Delays in identifying suitable premises mean that this savings target is unlikely to be realised in full in 2019/20. A sum of £0.1m is now thought to be more likely, with the remaining £0.290m being delivered in 2020/21. Further analysis has been undertaken of likely savings achieved within 2019/20 enabling £0.1m to have a revised RAG rating of green.
		290	R	
Children & Young People	IPEH: New proposals, including absorption of Think Family Grant (£0.56m: Published Cabinet Member decision)	1,100	R	Savings of £1m have been delivered permanently. A further £0.85m of projected underspending in 2019/20 in Early Help and Intentionally Homeless is available to temporarily mitigate the balance rated as red. The permanent delivery of £1.95m in total is not expected to be achieved in 2019/20 and requires reprofiling into 2020/21 and 2021/22.
		1,850	G	
Children & Young People	Growth in numbers of in-house foster carers as part of the Fostering Improvement Plan	300	R	Saving at risk in light of the Ofsted inspection.
Children & Young People	Implement Children Looked After commissioning strategy	840	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 placements for 16-25 year olds. Sept update - at the half year stage, none of the savings through commissioning approaches for 16-25 year olds have yet been delivered. Although some of this position could be recovered in the last part of the year, this is thought to be unlikely and hence RAG status changed to red.
Children & Young People	Early intervention reducing demand for high cost services	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	B	
Children & Young People	Public Law Outline and client expenditure (S17) - embedding of process improvements made in 2017/18	280	R	An outcome of the Ofsted inspection findings published in May 2019 is that it will highly likely result in more children subject of court proceedings and/or requiring assistance under Section 17 of the Children & Families Act. This renders these savings unachievable this financial year.
Children & Young People	Reform of Lifelong Services (split between Adults, Children's and Education remains subject to confirmation)	500	R	At the half year stage, the recovery of Direct Payment surpluses is no higher than the previous financial year. In addition, without a change in policy, simply recovering surpluses does not deliver a permanent saving.
Children & Young People	Use of 'Public Health Grant to support the IPEH budget	500	B	
Economy and Corporate Resources	EProcurement of MFD contract	100	B	
Economy and Corporate Resources	Implementation of IT Strategy	200	G	
Economy and Corporate Resources	Closer management of the Capita Contract	200	A	
Economy and Corporate Resources	Review Accounts Payable workflow	50	A	
Economy and Corporate Resources	Increased digitalisation of support to Members	10	B	
Economy and Corporate Resources	Provision of Legal Services via the ORBIS partnership	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.
Economy and Corporate Resources	Whole Council Design	1,500	R	
Economy and Corporate Resources	Centralisation of Learning & Development	127	R	The plan to centralise the Learning and Development function is unlikely to deliver the full original saving, instead only £0.042m is now expected to be achieved. It is hoped however that some of the 2019/20 shortfall may be recovered in 2020/21.
		42	A	
Economy and Corporate Resources	Ensure appropriate use of agency staff	400	B	Latest data shows that the saving has been made in 2019/20, however the cashable saving has been redirected to fund additional agency workers in other areas of the County Council (i.e. - social care).
Economy and Corporate Resources	Review of Staff Terms and Conditions	180	R	Saving is unlikely to be achieved in year, however work is underway reviewing overtime allowances within specific areas.
Economy and Corporate Resources	Cessation of the Outplacement contract	85	R	£0.085m for the outplacement contract is no longer expected to be achieved.
Economy and Corporate Resources	Deletion of HR&OC vacant posts	70	B	
Economy and Corporate Resources	Charging PVI Sector training	25	A	PVI sector training saving is now likely to only generate a £0.025m saving in 2019/20.
		75	R	
Economy and Corporate Resources	Stop refreshments at training sessions	25	B	

Portfolio	Activity	Sep-19 £000	Current RAG September 2019	Comments
Economy and Corporate Resources	Policy team/Communications Team	150	B	
Education & Skills	Transport for pre-school age children - Other Transport Savings	70	A	A review of discretionary transport in relation to under 5s indicated that a change in policy would only generate very limited savings, and so the proposal was dropped. Other transport savings initiatives have, however, also been considered. Work undertaken with schools and colleges and parents on travel independence has yielded some in-year cost reductions. There is an increasing body of evidence that some additional direct targeted intervention to travel train pupils/students would more than pay for itself. Students/pupils would gain a valuable life skill to enhance their future life choices as well as dampen demand for taxis and reduce costs in-year. A proposal is currently being worked up for consideration.
Education & Skills	Developing additional SSCs (Published Cabinet Member decision)	131	A	Currently the works at the two nurseries and Greenway Primary School are on schedule so these SSCs should open in September 2019 as planned. However, the SSC at Midhurst Primary School is unlikely to open until January 2020.
Education & Skills	Improve School Trading Offer	150	G	£0.1m of the savings target was expected to be generated by the School Improvement Team. The income from this team is currently below target, but this shortfall is being mitigated by staffing underspendings due to vacancies within the School Improvement Team.
Education & Skills	Reprioritisation of budgets in High Needs Block	560	B	These budgets were removed as part of the 2019/20 DSG budget allocation exercise.
Environment	Waste Deal with Ds&Bs - to link with future of recycling credits (Published Cabinet Member decision)	1,200	B	
Environment	Move to 100% diversion from landfill via Refuse Derived Fuel (RDF) Contract	300	G	
Environment	Further savings on Viridor contract through negotiation	150	G	
Environment	Reprocurements of energy/water contracts	50	G	
Environment	Expansion of solar installation programme	90	G	
Environment	Reduce waste going to landfill through further variations to MBT facility	725	G	
Environment	Permits for commercial vehicles, vans and trailers for use of Household Waste Recycling Centres (HWRCs)	100	B	
Environment	Biffa agreed saving	130	B	
Environment	Disposal savings as a result of Adur & Worthing decision to move to 2-Weekly collection	100	G	Changes to come into force from September 2019.
Environment	Reduce Trading Standards Discretionary duties by 10%	130	G	
Environment	Review of countryside agreements and PROW operational budgets	70	G	
Environment	Planning fee income	150	G	
Finance	Advertising/sponsorship opportunities	50	A	
Finance	Purchasing Card spending - target 10% on contracted spend	460	R	A large amount of p-card spend is made in Children's Services. It is expected that the recent increase in Children Looked After will impact of the delivery of this saving, however other areas are being reviewed to determine how much of this saving can be achieved.
Finance	Reduce Hardship Fund to reflect current demand	105	B	
Finance	Reduction in subscriptions	23	G	
Finance	Increased utilisation of the Apprenticeship levy	175	G	
Finance	Income Generation - Investment Opportunities	500	B	Two investment properties purchased.
Finance	Insight & Performance restructure	150	B	
Fire and Rescue and Communities	Reduce media fund for physical and digital stock	25	B	
Fire and Rescue and Communities	Reduce staffing capacity in Community Safety and Wellbeing Service	75	G	
Fire and Rescue and Communities	Reduced Partnership & Comm Team	195	G	
Fire and Rescue and Communities	Remove Big Society Grant Fund	49	B	
Fire and Rescue and Communities	Reduction in Community Safety Team	50	G	
Fire and Rescue and Communities	Reduce Community Initiative Fund	140	B	
Fire and Rescue and Communities	Restructure Fire Senior Team	100	G	
Highways & Infrastructure	Review of non-statutory elements of the English National Concessionary Transport scheme	50	R	Review not progressed.
Highways & Infrastructure	On Street Parking - changed date of annual increase (Published Cabinet Member decision)	150	G	Cabinet Member decision taken July 2019.
Highways & Infrastructure	Reduction in public bus service subsidies which do not impinge upon school transport (Published Cabinet Member decision)	300	G	
Highways & Infrastructure	Cost Recovery (Street Works Permit Scheme)	140	G	
Highways & Infrastructure	Staffing changes	134	G	The staffing redesign is not yet implemented, however, this saving has been mitigated by the vacancies currently held.
Highways & Infrastructure	Highway operations service level review	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.

Savings Monitor As at 30th September 2019

Agenda Item 8

Appendix 3

Portfolio	Activity	Sep-19 £000	Current RAG September 2019	Comments
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	A	This saving is expected to be challenging and will be kept under review.
Highways & Infrastructure	On-Street Parking - annual increase	200	G	
Highways & Infrastructure	Reduced level of demand for concessionary bus travel scheme	400	G	The English National Concessionary Travel Scheme is projecting an overspending of £0.1m relating to increased journey numbers in 2019/20. 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.
Highways & Infrastructure		100	R	
Non - Portfolio	LGPS	500	G	
Non - Portfolio	Interest income	100	G	
TOTAL		23,435		

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2019/20 CAPITAL MONITOR as at the end of September 2019

Portfolio	(1)	(2)	(3)	(4)	(5) Forecast	(6)	(7) Variance
	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
Core Programme							
Adults and Health	1,492	775	2,267	3	2,264	2,267	0
Corporate Relations	1,282	(282)	1,000	0	1,000	1,000	0
Education and Skills/ Children and Young People	31,324	1,103	32,427	14,788	22,728	37,516	5,089
Environment	1,176	566	1,742	135	1,004	1,139	(603)
Finance and Resources	6,994	787	7,781	976	6,830	7,806	25
Fire and Rescue and Communities	9,042	(258)	8,784	398	8,392	8,790	6
Highways and Infrastructure	33,830	2,520	36,350	19,402	17,334	36,736	386
Leader including Economy	7,670	(695)	6,975	198	6,777	6,975	0
Total Core Programme	92,810	4,516	97,326	35,900	66,329	102,229	4,903
Income Generating Initiatives							
Corporate Relations (Gigabit)	2,370	3,016	5,386	4,054	1,332	5,386	0
Environment (Waste Infrastructure & YES)	2,700	2,077	4,777	523	4,254	4,777	0
Finance and Resources (inc Propco)	10,115	(9,840)	275	19	256	275	0
Highways and Infrastructure (LED)	0	0	0	0	1,000	1,000	1,000
Leader including Economy (5 Bold Ideas)	1,000	901	1,901	129	1,772	1,901	0
Total IGI	16,185	(3,846)	12,339	4,725	8,614	13,339	1,000
Total Capital Programme	108,995	670	109,665	40,625	74,943	115,568	5,903

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Transformation Report – as at 30th September 2019

Summary

1. The County Council earmarked £13.2m in a reserve for spending on transformation projects, the bulk of which relate to our Whole Council Design (WCD) programme. In 2019-20, we budgeted to fund £3.6m of WCD spend through the transformation reserve and a further £4.7m in subsequent years. The Council had planned to generate savings of £1.5m from WCD activities in the current year, and although work is underway to identify alternative savings, it is unlikely this amount will be achieved this financial year (mainly due to most of the original identified savings being based around Children's Services). On the 18th October 2019, County Council approved a Flexible Use of Capital Receipts Strategy, which gives the Council the option of funding the revenue costs of transformation projects from capital receipts. The potential implications resulting from implementing the strategy on the Transformation Reserve will be factored into the December TPM report.

Transformation Board Reserve as at 30th September 2019

2. The Transformation Reserve opening balance as at 1st 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 the 15th February 2019, giving a total balance available of £13.247m.
3. As at the end of September, £1.182m has been spent from the Transformation Reserve with a further £2.403m currently forecast as committed spend for the remaining six months of the 2019-20 financial year (a total forecast spend of £3.585m for 2019-20).
4. The table below details the 2019-20 transformation reserve forecast spend by Transformation Theme. A further £4.653m is allocated for spend in future years, leaving an unallocated balance of £5.009m.

Projects Funded by Transformation Reserve	Total Projected Spend In 2019/20	Reserve Summary
	£'000	£'000
Transformation Reserve Opening Balance		(6,747)
Additional reserve allocation		(6,500)
Total funds available		(13,247)
Whole Council Design Programme		
Community Programme	216	
Customer Programme	603	
Accelerated Activity Programme	5	
One Council	1,250	
Transformation Portfolio Office team resource	261	
Other WCD Projects	74	
		2,409
Pre Whole Council Design Programmes		
Legacy programme	626	
		626
Other Transformation Activity		
Children's Social Care Q&D Board Projects	284	
Adults Services Projects	151	
Other Transformation Projects	115	
		550
Transformation Reserve Closing Balance 31/3/20		(9,662)
Allocated Spend 2020/21		4585
Allocated Spend 2021/22		68
Unallocated Transformation Reserve		(5,009)

5. In 2019-20, the reserve will support 15 transformation projects being overseen and managed by the Transformation Portfolio Office under the Whole Council Design programme and other transformation activity headings. These projects are listed below and include 2019-20 planned spend in brackets():

Whole Council Design Programme Projects 2019-20 spend (£2.409m)

Details of currently active Whole Council Design programmes are shown in a tabular format at the end of this document.

- **Unlocking the Power of the Community (£0.146m)** - Funding for two staff within the Transformation Programme Office project team to support the Unlocking the Power of the Community project.
- **Community Hubs (£0.070m)** – Backfill costs for one member of Library staff whilst they work on the Community Hub project.
- **Customer Experience (£0.244m)** – This cost is for four staff, who over a two year period, are working on improving the 'customer journey' through differing applications within the WSCC website e.g. e-billing, ZAPORA system.
- **Right Service Right Place (£0.084m)** – Allocated for IT Software and Hardware purchases required to implement and improve the 'customer

experience' (both internal and external) when interacting with WSCC IT. A further £2.286m has been reprofiled from the current year to 2020-21 as Phase 2 of this project has not yet been commissioned

- **Our Work Anywhere (£0.009m)** – 30 smart phones purchased for Early Help (EH) to enable more efficient working by reducing the process time to complete differing tasks and reduces the need to return to workplace.
- **IT Project (£0.266m)** – Phased funding for seven staff to work on the implementation of the Right Service Right place project.
- **Smart Core (£1.250m)** – Funding to cover additional staff costs, consultancy. The remaining £1.5m has been reprofiled to 2020-21 – this is for the hardware and contractual costs which are not expected until the new financial year.
- **Cornerstone (£0.005m)** – Purchase of virtual reality headsets used in training for Children and Family Services.
- **Transformation Portfolio Office Resource (£0.261m)** – Block funding for additional staff within the Transformation Portfolio Office to work on Whole Council Design projects. There have been some recent departures from the team which is expected to contribute towards a reduction in spend.
- **Professional Support Assistant Extension (£0.074m)** – This is a single year resource to enable new ways of working within the Senior Management Professional Support Assistant team.

Other Transformation Activity Projects (£0.550m)

- **Children's Ofsted Improvement Manager (£0.122m)** – Includes resource costs to support improvements following the Children's Ofsted report
- **Early Help Re-design (£0.162m)** – PricewaterhouseCoopers consultancy costs for Early Help (EH) redesign.
- **Adults Social Care Improvement (£0.151m)** – PricewaterhouseCoopers consultancy costs to enable improvement around Adult Social Care processes.
- **Manpower Contract Novation (£0.115m)** – Consultancy and recruitment costs to provide the resources to enable a review and reduction of the agency spend with further work to be undertaken looking at IR35 compliant spend.

Pre-Whole Council Design Projects

6. There are five remaining legacy projects where there is an ongoing transformation reserve commitment. The five programmes below have £0.625m committed spend allocated against them for 2019-20:

- **Environmental Sustainability (£0.052m)** – To purchase and fit trackers to fleet vehicles which will provide improved management information on vehicle usage.

- **Waste and Recycling Feasibility (£0.179m)** – Funding to resource additional staff to lead on a pilot project to improve recycling of both food and sanitary waste products - initially with two District and Borough Councils.
- **Children’s Fostering (£0.072m)** – Additional temporary staffing resource to improve capacity of in-house foster carers across the County.
- **Special Educational Needs and Disability (SEND) Strategy (£0.291m)** – Additional temporary staffing resource to help create a new strategy to provide high quality local education provision for children and young people with SEND and optimise value for money.
- **Not in Education, Employment or Training status (NEETS) (£0.031m)** – Funding for additional staff resource as a project manager to improve the number of school leavers going onto further education or workplace roles.

Staffing

7. With effect from April 2019 the Transformation Portfolio Office (TPO) establishment was funded for 15.85 FTE at a total cost of £1.128m per year. The base revenue position for the TPO team was £0.867m. To cover the shortfall in funding, a further £0.261m was agreed by the Transformation Board for 2019-20 through the reserve. Vacancies during the year and changes since September are likely to result in a reduction in required transformation funding 2019/20.

Savings and Benefits

8. £1.5m in savings has been budgeted to be delivered from Whole Council Design in 2019-20, which were expected to be achieved through three projects:
 - Our Work Anywhere,
 - Right Service Right Place, and
 - Efficiencies from implementing a new staff app.
9. The Our Work Anywhere project is based upon finding efficiencies and benefits in working with improved IT equipment and software – mainly within Children and Family Services. With the ongoing need to invest in Children and Family Services following the recent OFSTED inspection, it is not expected that any of these savings will be achieved.
10. Given the developing position on Whole Council Design savings in 2019-20, the RAG status regarding their savings achievement remains at ‘significant risk’ and is projected as an overspend within the latest budget monitoring position.

Whole Council Design Programme - Adopted by the County Council as part of Rise to the Challenge 2022 - The West Sussex Way in October 2018

Project Name	Project description	Expected benefits to customers	Estimated revenue project cost	Annual Estimated savings	Current Total Spend (All Years) to 30 September 2019	Expected 2019/20	Future spend Allocated (including remainder of 2019/20)	Capital cost (not from Transformation Reserve)	Estimated capital receipt	RAG status	Cabinet member decisions taken/required	comments
Community												
Unlocking the Power of Community	Funding for two staff within the Transformation Programme Office project team to support the Community hubs project.	To combine services 'under one community roof' for the benefit of our residents, safeguarding access to preventive services whilst making the best use of County Council assets to provide existing and new services in fewer, more cost effective buildings.	£355,265	£116,000	£344,866	£146,417	£10,399	£3,058,000 (Worthing Only)	£640,000		capital scheme May 19 SSC/01	Savings as per business case. Only one community hub currently progressing.
Community hubs - staffing backfill	Backfill costs for one member of Library staff whilst they work on the Community Hub project.		£70,000	£0	£35,000	£70,000	£35,000					Part of the project team to provide support
Customer												
Right Service Right Place	Allocated for IT Software and Hardware purchases required to implement and improve the 'customer experience' (both internal and external) when interacting with WSCC IT.	Programme Goal to provide a one stop "shop" for the public on any WSCC engagements through the WSCC website. With ultimate aim of enabling increased self service for WSCC residents.	£2,395,000		£106,135	£84,191	£2,288,865					Phase 2 of this project has not been approved. Currently only minor benefits are being achieved in processes
Temporary expansion of Customer Experience	This cost is for four staff, who over a two year period, are working on improving the 'customer journey' through differing applications within the WSCC website e.g. e-billing, within the Right Service, Right Place project.		£488,000		£147,237	£244,000	£340,763					
Temporary expansion of IT Project	Phased funding for seven staff to work on the implementation of the Right Service Right place project		£668,000		£0	£266,000	£668,000					
Our Work Anywhere	30 smart phones purchased for Early Help (EH) to enable more efficient working by reducing the process time to complete differing tasks and reduces the need to return to workplace	To enable staff to provide more direct contact with customers by reducing the need for staff to return to an operating base to complete administration tasks.	£9,000		£0	£9,000	£9,000					
One Council												
Smart Core	Funding to cover additional staff costs, consultancy, hardware and contractual costs.	The implementation of a new corporate system directly contributes to the 'priority' a council that works for the community', by ensuring value for money.	£2,750,000	£300,000	£255,409	£1,250,000	£2,494,591					Savings delivered from 21/22, taken from key decision September 2019. The identification of service benefits and further budgetary savings (e.g. through workforce reductions) to be gained post-implementation
Accelerated Activity												
Behavioural Science - Cornerstone	Virtual reality headsets and training to allow parents and carers (for adoption and fostering) raise awareness and build empathy for childhood trauma.	To help improve an understanding and awareness and to improve levels of foster carers and adoptions	£34,000	£0	£34,000	£5,200	£0					
Other												
Transformation Portfolio Office team resource	Block funding for additional staff within the Transformation Portfolio Office to work on Whole Council Design projects. There have been some recent departures from the team which is expected to contribute towards a reduction in spend.	Enabler to provide support for transformation programmes	£623,000	£0	£68,050	£260,950	£554,950					Number of vacancies and secondments to Service Improvement Plans has resulted in lower drawdown. £623k originally allocated to the TPO funding ending March 21
Personal Assistants x 3 temporary extension	This is a single year resource to enable new ways of working within the Senior Management Professional Support Assistant team.	To maintain efficiency for Senior management support	£73,700	£0	£36,850	£73,700	£36,850					Additional resource to assist SMT P through transition to new ways of working

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Workforce KPIs

2019 Q2
July - Sep 2019

Indicator	West Sussex County Council					
	2019 Q2	2019 Q1	Change over last quarter	Intended Direction of Travel	Target 2019/2020	Commentary

Adults Services	Children & Family Services	Fire & Rescue Service
2019 Q2	2019 Q2	2019 Q2

Resourcing & Talent

Employed workforce (Includes all staff directly employed by WSCC. Excludes casuals, agency, outside bodies, pensioners and partners)	Total Headcount (total number of people employed over reporting period)	5,280	5,238	↑ 42		N/A	Headcount and FTE levels have increased slightly since the last quarter (by 0.8%, 1.3% and 1.4% respectively). This is in line with the annual increase normally associated with quarter 2. Although there has been a rise in headcount and FTE, the Employee Paybill has fallen this month. This is primarily due to the paybill in Q1 being inflated by the first (and main) tranche of recruitment and retention payments to Social workers and the annual NJC pay award.
	Active Headcount (number of people employed on 28th of last month of reporting period)	5,178	5,112	↑ 66		N/A	
	Active FTE (on 28th of last month of reporting period)	4,549	4,486	↑ 63		N/A	
	Employee paybill (including on costs and casuals, excluding agency and schools)	£49,963,262	£50,738,181	↓ -£774,919		N/A	
Agency (Manpower)	Headcount (Manpower)	353	302	↑ 51		N/A	There has been a significant increase in Headcount (Manpower) and contract spend compared with Q1. This increase is due to: Children's Services targeting agency commissions as part of the Improvement Plan action to fill uncovered vacancies; and Adults Services using agency commissions to process and remove case backlogs.
	Contract spend	£3,224,113	£2,246,956	↑ £977,157	↓	Reduction of £0.5m since previous year	
	Manpower % total workforce	5.6%	4.9%	↑ 0.7%		N/A	
Recruitment	Total number of starters (over reporting period)	189	144	↑ 45		N/A	There have been 88 more starters than leavers over the reporting period. Rolling turnover throughout the period has reduced to 1.7% which is currently below the quarterly target range of 2 to 3.75% (annual target of 8 to 15%).
Retention	Total number of leavers (over reporting period)	101	151	↓ -50		N/A	
Staff turnover	Rolling turnover rate	1.7%	2.6%	↓ -0.9%	→	Between 2-3.75% (rolling qly target)	

1,034	1,539	630
1,019	1,500	624
861.7	1,322.6	563.3
£10,352,513	£14,401,941	£5,558,501
151	156	1
£760,780	£2,039,359	£6,343
11.6%	8.3%	0.2%
23	67	22
13	37	62
1.1%	2.1%	0.9%

Performance & Skill

Manager performance completing appraisals	Manager appraisal response rates				↑	100%	Annual reporting next due Q4
	Appraisals with completed summary statements				↑	100%	Annual reporting next due Q4
Training & development	Staff induction completion rates	78.0%	69.0%	↑ 9%	↑	90%	Staff induction completion rates have increased which reflects the new policy for induction training, including a revised monitoring & escalation regime & the increased awareness among line managers. However, there is significant improvement required to meet the target.
	Percentage of 'did not attends' at booked training sessions	12.0%	10.0%	↑ 2%	↓	5%	After a fall in Q1 for 'did not attends,' Q2 has seen a rise to 2018/19 levels. There has also been a rise in short notice cancellations. This continues to be monitored.
	Percentage of short notice (1-10 day) cancellations for booked training sessions	12.0%	10.0%	↑ 2%	↓	5%	

68%	74%	
10%	15%	6%
14%	12%	0%

Indicator	West Sussex County Council					
	2019 Q2	2019 Q1	Change over last quarter	Intended Direction of Travel	Target 2019/2020	Commentary
Employee Relations	Suspensions	3	3	→	0	Employee relations cases remain largely consistent with the previous quarter.
	Dismissals (exc redundancy ie ER)	0	3	↓	-3	
	Staff Appeals panel: upheld	0	0	→	0	
	Staff Appeals panel: rejected	1	1	→	0	
	Employee grievances	11	11	→	0	
	Disciplinary cases	30	37	↓	-7	
	Formal capability (performance)	18	20	↓	-2	
	Formal capability (health)	9	8	↑	1	
	Employment tribunals	1	0	↑	1	

Adults Services	Children & Family Services	Fire & Res Service
2019 Q2	2019 Q2	2019 Q2
0	3	0
3	3	1
10	14	3
0	12	3
0	3	4
0	0	0

Health, Safety & Wellbeing

Level of sickness absence (May retrospectively increase due to late reporting of sickness)	Sick days lost (calendar days lost)	15,972	13,086	↑	2,886	N/A	There has been an increase in the number of sick days lost in Q2 of 2,886 compared to Q1. However, when compared to the same Q2 in 2018, the increase reduces to 733. The average sick days per FTE is lower (by 0.2 days) when compared to Q2 in 2018
	Average sick days per FTE	3.1	2.6	↑	0.5	↓	
Short term sickness absence (less than 21 calendar days)	Number of calendar days lost	3,571	3,881	↓	-310	↓	There has been another reduction, albeit relatively minor, in the number of calendar days lost to short term sickness. This is reflective of a general trend in reducing number of days lost due to a more proactive approach in dealing with sickness absence
	Top reason for short term absence	Musculoskeletal, Fractures, Injury, Surgery	Musculoskeletal, Fractures, Injury, Surgery		N/A	N/A	
Long term sickness absence (more than 21 calendar days) - see Note below	Number of calendar days lost	12,401	9,205	↑	3,196	↓	There has been a notable increase in the number of calendar days lost due to long term sickness (12,401 compares to 10,307 in Q2 2018). This is accompanied by a change in the top reason for absence to 'Anxiety, Stress, Depression, Mental Health' (Musculoskeletal in Q1)
	Top reason for short term absence	Anxiety, Stress, Depression, Mental Health	Musculoskeletal, Fractures, Injury, Surgery		N/A	N/A	
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents to the Health and Safety Executive (HSE)	Violence at work	1	0	↑	1	↓	The three incidents this quarter have been reported to the HSE. The incident identified as violence at work related to a Social Worker being attacked by a client. This incident (and the other 2 incidents) has been investigated by the manager, supported by the H&S Service and actions to prevent recurrence have been put in place such as team review of personal safety arrangements, a change in ways of working and venues used.
	Accident	2	2	↓	0	↓	
	Dangerous occurrence	0	1	↓	-1	↓	
	Total RIDDORs reported to HSE	3	3	→	0	↓	

4,578	4,486	2,373
4.5	3.0	3.8
844	1,165	424
Anxiety, Stress, Depression, Mental Health	Musculoskeletal, Fractures, Injury, Surgery	Unknown
3,734	3,321	1,949
Digestion, Reproduction & Glandular systems	Anxiety, Stress, Depression, Mental Health	Musculoskeletal, Fractures, Injury, Surgery
1	0	0
1	0	0
0	0	0
2	0	0

Performance and Finance Select Committee

3 October 2019

Capital Programme 2019/20 – 2023/24 Quarter 2 Performance Report

Report by Director of Law and Assurance
--

Executive Summary

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

Focus for Scrutiny

<p>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 2 Performance Monitor Report.</p>

<p>The Chairman will summarise the output of the debate for consideration by the Committee</p>
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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 2 Performance Report

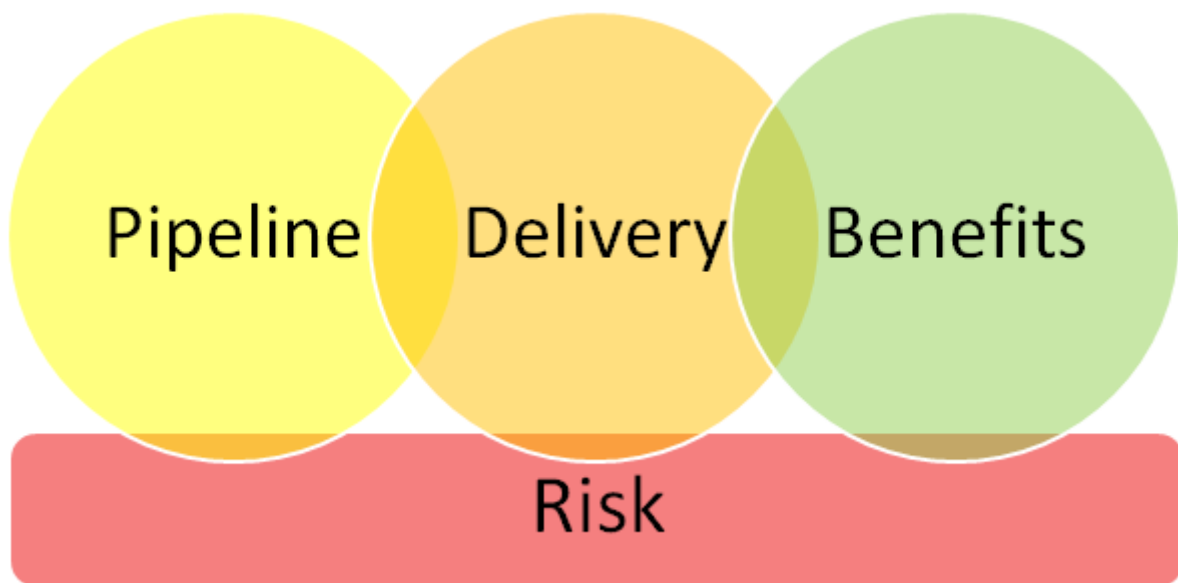
Appendix A Quarter 2 Performance by Portfolio Report

Background papers

None

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**Capital Programme 2019/20 – 2023/24
Quarter 2 Performance Report**

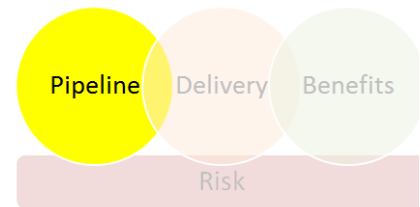


Performance and Finance Select Committee
5 December 2019

Capital Programme 2019/20 – 2023/24

1. Pipeline

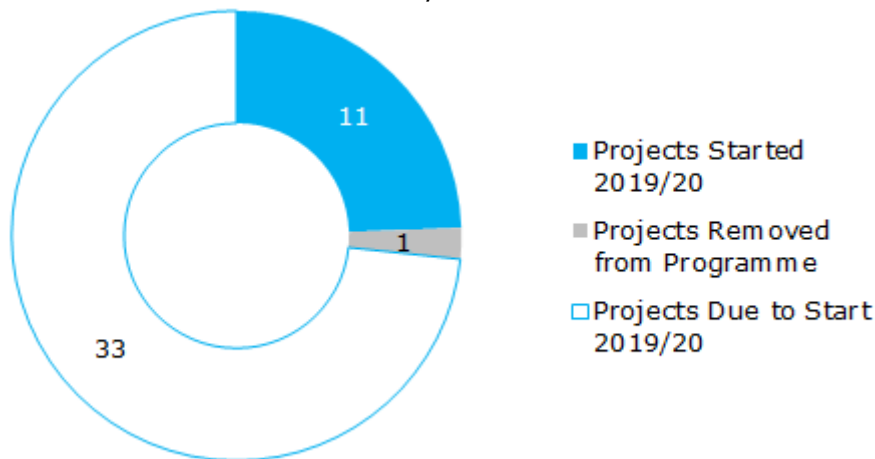
1.1 Projects that have had a Strategic Outline Case (SOC) approved and are included in the approved 5-year capital programme are considered to be in the pipeline. The preferred option/s will be developed into a Full Business Case (FBC) for a decision whether or not to proceed, taken in accordance with 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 61 programmes and projects in the 5-year pipeline.

1.4 33 projects remain due to start in 2019/20.



1.5 So far in 2019/20, 11 projects 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
LED Streetlighting Conversion Programme	Various	Replacement of existing street lighting with LED lamps
Worthing Community Hub	Worthing	Refurbishment of Worthing library to create a new community hub space, a range of services into the library building
Steyping School Safeguarding	Horsham	Provision of new security fencing at Steyping Grammar School – ahead of a wider programme of safeguarding works, subject to Cabinet Member Key Decision in October 2019
Crawley Growth Programme – Eastern Gateway Design Stage	Crawley	Capital design stage for public realm and access improvements in Crawley’s Eastern Gateway to improve connectivity of key sites,

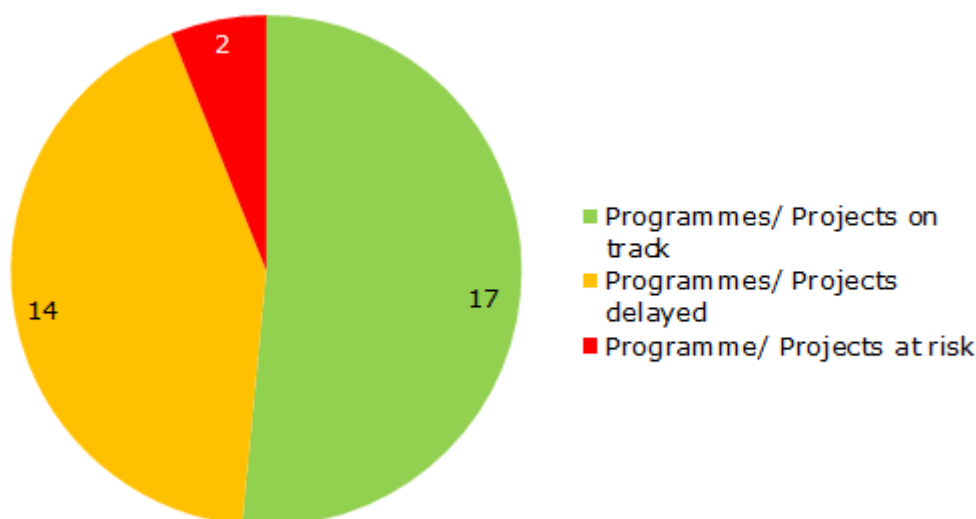
		support development in the area and improve the environment in the town
OPE/ Growth Programme – Burrscroft Demolition	Adur	Demolition of former care home building as part of Pond Road OPE Programme development
OPE/ Growth Programme – Demolition of Crawley County Buildings	Crawley	Demolition of former Council offices building as part of Crawley OPE Programme development
Halewick Lane, Sompting, Battery Storage	Worthing	Utilisation of second-life car batteries to store off-peak electricity to resupply the grid during peak times

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 33 projects remaining for delivery in 2019/20, 17 remain on track for delivery according to plan. 14 projects have been delayed. 2 projects are considered to be “at risk”.

2019/20 Starts – Status of Pipeline Projects



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

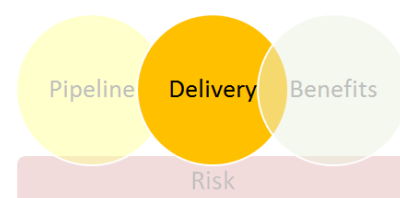
Profiled GO/NO GO Date	Project	Status	Reason	Deliverability Status
Oct 2019	Adults’ In-House Social Care Day Centres – Part B – Laurels, Rowans, Glebelands	DELAYED	Existing budget will not be sufficient to cover the remaining programme, total budget estimated at £6.03m. Full business case expected in April 2020	AMBER
Nov 2019	NHS Capital Grants	DELAYED	Lead officer left the organisation leading to a delay in progress. New service lead now in place	GREEN
Sept 2019	Extra Care – Lingfield Lodge	DELAYED	Minor delay in approvals, decision due to clear call-in during December	GREEN
Oct 2019	The Weald All Weather Pitch	DELAYED	Delay in bringing forward the business case, decision expected to clear call-in during December	GREEN
Aug 2019	Woodlands Meed	AT RISK	Current estimated costs vary between £2.36m and £25m dependent upon the option selected against existing budget of £20m, including an assumed £6m grant contribution for the proposed enhanced sports hall, which remains uncertain. Concerns regarding impact of	RED

Agenda Item 9

			construction works on adjoining school. Service review of options being undertaken.	
July 2019	Brookhurst Wood – Site Ha	DELAYED	Strategic approach to be determined, options to be considered in January, with capital decision to follow.	GREEN
Oct 2019	Small Commercial Battery Storage Pilot	DELAYED	Delays arising from issues identified in technical surveys	GREEN
Oct 2019	Baystone Farm, Horsham, Solar Farm and Battery Storage	DELAYED	Additional funding required in YES programme to deliver	GREEN
Jun 2019	A29 Realignment	DELAYED	LEP Investment Board decision taken in October. Cabinet Member decision expected to clear call-in during December.	GREEN
Oct 2019	Crawley Growth Programme - Manor Royal Junction Improvements and Bus Lane	DELAYED	Detailed capital design phase for decision in September, to be followed by Full Business Case in March 2020	GREEN
Sept 2019	Crawley Growth Programme – Road Space Audit and Parking Management Plans	DELAYED	Delay in bringing forward the business case	GREEN
Jun 2019	Worthing Growth Programme – Portland Road	DELAYED	Programme Board re-consideration of priorities. Proposed increased quality for Portland Road scheme leading to reprioritisation of programme. Capital design phase for decision in December, to be followed by Full Business Case in January 2020.	GREEN
Jun 2019	Worthing Growth Programme – South Street	AT RISK	Preferred land option identified, design of propose site being identified – decision due in February 2020	RED
Jul 2019	Bognor Regis Enterprise Centre	DELAYED	Planning delay leading to re-profile of start date. Decision planned in February 2020	GREEN
Nov 2019	Horsham Enterprise Park	DELAYED	Project out to tender, decision to award contract due in December 2020.	GREEN
July 2019	Library Self-Service Terminals	DELAYED		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 “Hub” and a summary and analysis is presented in this report.

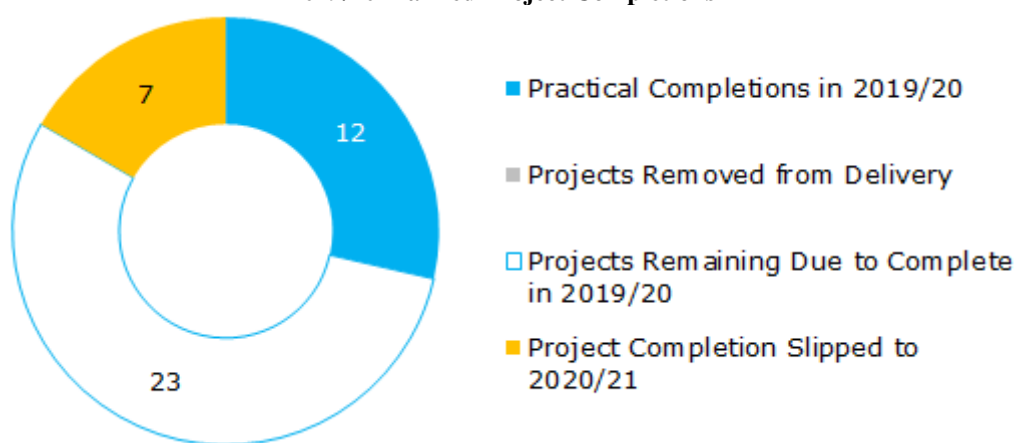


2.2 The highlight reports provide a colour-coded rating for each project as follows:

- **GREEN** - the project is reporting to plan
- **AMBER** - there is an issue having an effect on the project, but that it can be dealt with by the project manager or project delivery team
- **RED** - there are significant issues with the project, requiring corrective action
- **WHITE** - no highlight report was submitted
- **BLUE** - a project had reached practical completion
- **GREY** - a project has been withdrawn from the programme

2.3 The CPO is monitoring the 62 projects that are in delivery, of which 30 were originally planned to be to reach practical completion during 2019/20. So far in 2019/20, 7 projects due to complete in 2019/20 have encountered an issue that has caused completion to be delayed.

2019/20 Planned Project Completions



2.4 At the end of September, 12 projects had been completed in 2019/20:

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 Flintstones 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
July		
Project	Location	Description
Northgate Primary School	Crawley	Basic Need expansion to provide additional form of entry.
Better Connected Broadband	Various	Second phase of roll-out of superfast broadband making the technology commercially available to an additional 3,000 premises
Fire Accommodation Pressures	Various	Block programme of internal improvements at Fire Stations
August		
Project	Location	Description
Manor Royal Outdoor Media	Crawley	Installation of advertising screens at locations across the Manor Royal Business District
September		
Project	Location	Description
DfT Road Fund	Various	Additional grant funding awarded by DfT for targeted asset management works to improve the condition of the highway

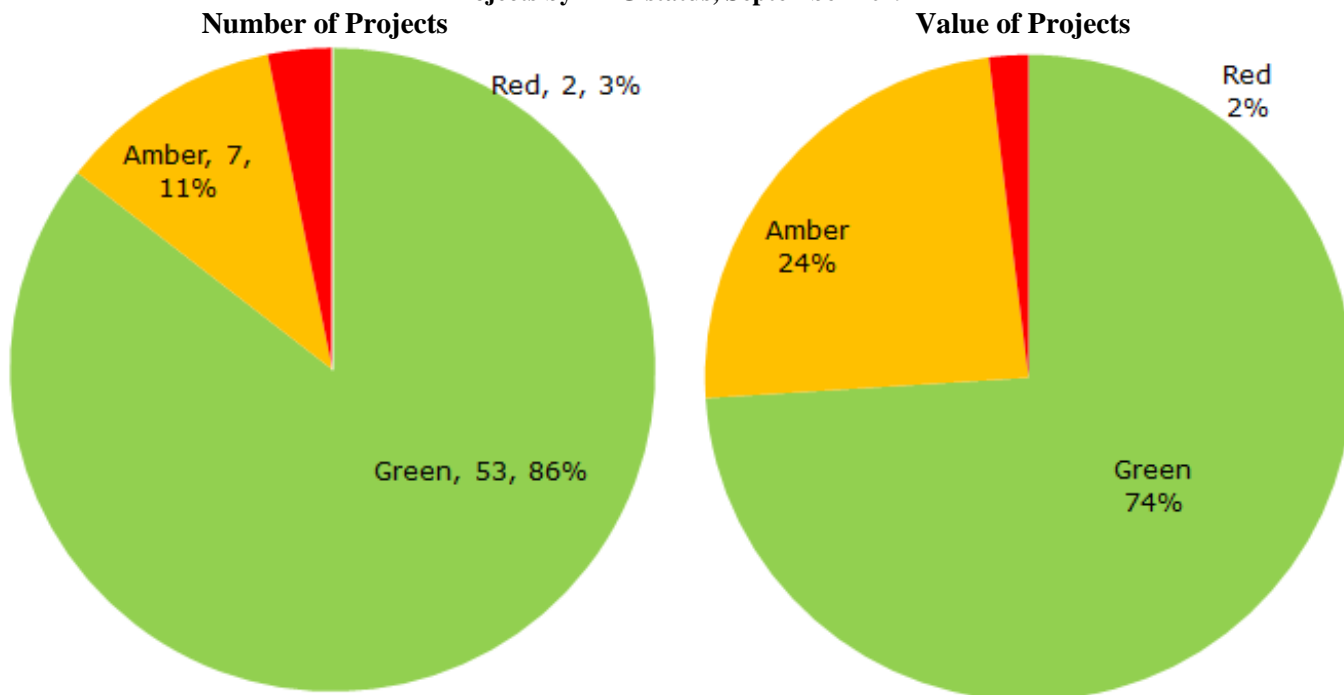
Agenda Item 9

2.5 Projects where the current estimated completion date has slipped to 2020/21 are listed in the table below:

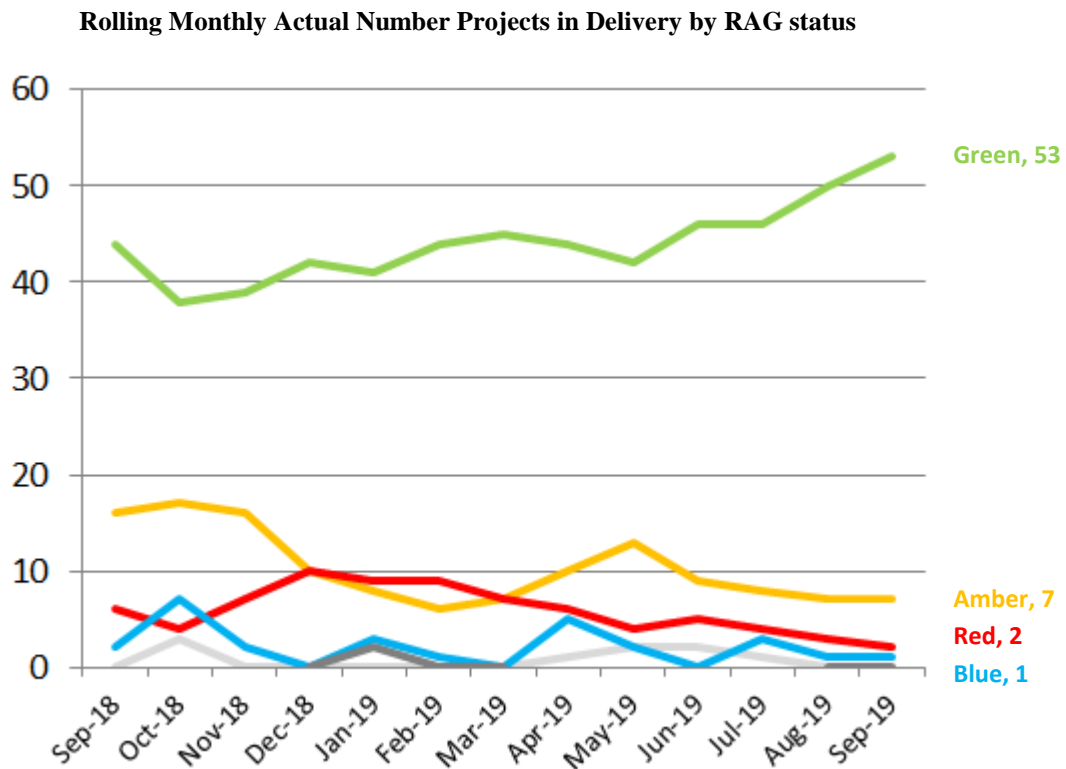
Project	Original Practical Completion	Current Planned Completion	Issue
Adult Social Care In-House Services – Design Stage	Oct 2019	Apr 2020	Programme plan approved before feasibility works determined likely project delivery timescales
Westergate Extra Care	Mar 2020	Oct 2020	Delays to external partner delivery timetable
Bourne Community School	Oct 2019	May 2020	Issues with technical design and planning stage
Southwater Infants and Junior School	Sept 2019	April 2020	Issues with original specification
Woodlands Meed – Design Stage	Aug 2019	TBC	Review of delivery options underway
Faygate Site Improvements	Aug 2019	May 2020	Significant groundwater issues
Solar and Battery Storage Programme – Design Stage	Mar 2020	May 2020	Grid application results requiring further design

2.6 At the end of September 2019, 53 projects in delivery were rated **GREEN**. 7 were rated at **AMBER**. 2 were rated as **RED**.

Projects by RAG status, September 2019



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

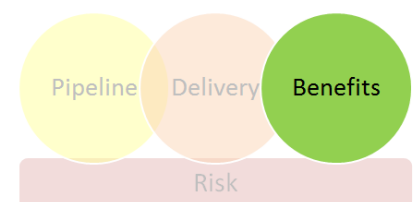


2.8 A summary of all projects is set out by portfolio in Appendix A. The table below sets out the projects rated **RED** at the end of September 2019, the action being taken to address the issues and a CPO assessment of the impact on the project outcomes:

Scheme	RAG at 31 Sept	Reason	Impact	Updated position at 26 November 2019	
				Updated RAG	Latest Update
Parklands Primary School, Chichester	17	Construction complete. Ongoing significant defects being addressed incurring additional cost. Consideration of options for resolution of persistent and serious defects required	High (cost/quality)	RED	Formal structural engineers report due in December following further serious defects leading. Original contractor engaged at most senior level to consider rectifications. Solicitors and QS engaged to prepare legal case against construction contractors
Woodlands Meed Design Stage, Mid Sussex	4	Current estimated costs vary between £2.36m and £25m dependent upon the option selected against existing budget of £20m, including an assumed £6m grant contribution for the proposed enhanced sports hall, which remains uncertain. Concerns regarding impact of construction works on adjoining school. Service review of options being undertaken.	High (cost/time/quality)	RED	Service review of strategic requirements to be undertaken. Independent report proposed to inform decision on works required

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

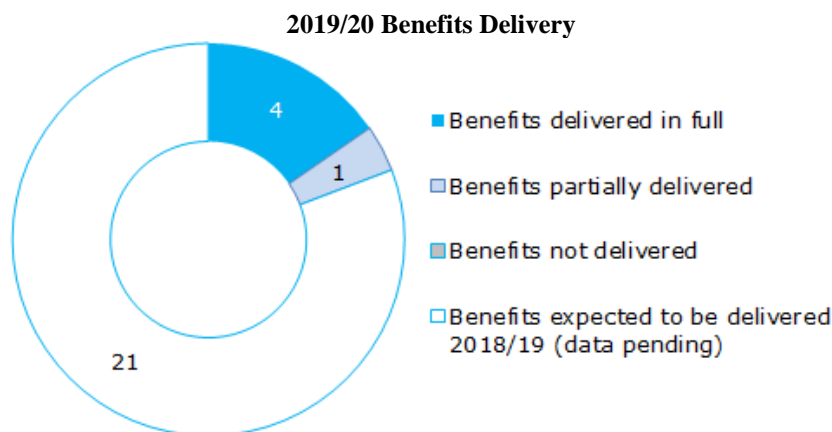
Agenda Item 9

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 61 benefits to be delivered between now and March 2043. 4 benefits have been fully realised in 2019/20 and 1 partially realised. 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	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%)
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

3.4 21 benefits remain profiled to be realized during 2019/20.

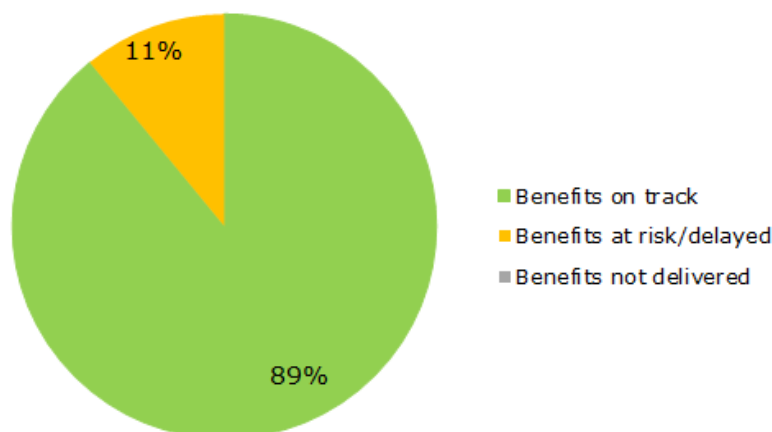


3.5 A RAG rating is provided for each of the benefits:

- **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

3.6 Of the 61 benefits remaining in the tracker at the end of August 2019, 53 were reported to be on track for planned delivery and 8 were reported as delayed or “at risk”.

Benefits by RAG status, September 2019

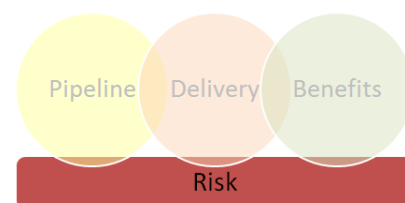


3.7 A summary of the projects where the benefit is reported reduced or at risk is set out below:

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 Following a review of the Risk Register in Quarter 1, the CPO is managing 7 programme risks and reporting 11 project risks managed by services.

5. Finance

5.1 As at September, the overall capital monitor demonstrates that £115.568m of the original £108.995m Capital Programme is projected to be spent in the 2019/20 financial year. This represents an increase of £6.573m from the programme approved by the County Council in December 2018. This is partly offset by £0.670m of expenditure on projects in the 2018/19 capital programme which are still in delivery for 2019/20.

5.2 Since June, the year-end projection has decreased by £1.166m as detailed below:

5.3 Education & Skills £3.037m

5.3.1 Shelley Primary School - £0.600m – Approval has been given to provide to deliver a permanent new build accommodation increasing the yearly intake from 40 places to 60 places, allowing the school to accommodate 420 pupils in total. The total cost of the project is £2.446m with £0.600m profiled in 2019/20 and the remainder in 2020/21.

5.3.2 Nyewood Primary School - £0.577m - Approval has been given to provide additional hall space following an increase in their capacity in 2015 from 300 to 360. The project approved will provide a new school hall meeting guidelines for the size of school. The total cost of the project is £1.193m with £0.577m profiled in 2019/20 and the remainder in 2020/21.

5.3.3 Thorney Island Primary School - £0.040m – Approval has been given to allocate £40,000 from the Basic Need budget for design work up to RIBA Stage 4 for an enlarged school hall at Thorney Island Primary School.

5.3.4 Felpham Community College - £1.820m – This project has progressed quicker than first anticipated therefore funding has been accelerated.

5.4 Environment – (-£0.603m)

5.4.1 Waste Projects – (-£0.603m) – A service review into the Faygate project (£0.576m) and the general after care project (£0.027m) has resulted in £0.603m of slippage into future years. Construction works on Faygate will now commence in 2021/22.

5.5 Highways and Infrastructure (-£4.548m)

5.5.1 Annual Delivery Programme – (-£0.147m) – Numerous schemes within the ADP have been either slipped into future years or have been delivered under budget resulting in £0.147m being reduced from the 2019/20 estimated expenditure.

5.5.2 A259 – (-£5.865m) – This scheme has slipped estimated expenditure from 2019/20 into future years due to a Public Inquiry. It is anticipated to delay the scheme by a year. This has resulted due to compulsory purchase orders for various land acquisitions which has met legal challenge from the landowners.

5.5.3 West of Horsham - £1.464m – This scheme has accelerated £1.464m into 2019/20 from future years as construction works have taken place quicker than first estimated at two of the scheme locations Farthing Hill and Newbridge.

5.6 Safer, Stronger Communities (-£0.052m)

5.6.1 Numerous WSFRS Projects (-£0.052m) – Four schemes have completed under budget therefore returning £0.052m of corporate borrowing for future schemes within the wider capital programme. The four projects were £0.007m for Breathing Apparatus - Cleaning Facilities, £0.028m Equalities and Diversity Improvements, £0.009m Energy Efficiency and £0.008m for Accommodation Pressures.

5.7 Income Generating Initiatives

5.7.1 Highways and Infrastructure - £1.000m

5.7.2 Street Lighting LED – £1.000m – A business case was approved for the implementation of an LED conversion programme with a central monitoring system at a total budget of £20.940m. £1.0m is estimated to spend in 2019/20 with the remainder in future years.

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Capital Programme Performance Report Quarter 2 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 September 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 September. 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 31 September	Reason	RAG at 26 November	Updated Position
NHS Capital Grants - BC	AMBER	Project complete, End of Project Report due in December. Ongoing issues with payment of grant funding to be pursued	AMBER	Attempts to secure grant funding continuing

Education and Skills

- 15 projects submitted highlight reports at the end of September. 11 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. 2 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 31 September	Reason	RAG at 26 November	Updated Position
Crawley Down	AMBER	Additional cost due to groundworks and kitchen areas following poorly defined scope of works. Change Request to be submitted	AMBER	Change request to be circulated virtually during November/ December
Parklands Primary	RED	Construction complete. Ongoing significant defects being addressed, incurring additional cost. Consideration of options for resolution of persistent and serious defects required	RED	Formal structural engineers report due in December following further serious defects leading. Original contractor engaged at most senior level to consider rectifications. Solicitors and QS engaged to prepare legal case against construction contractors
Southwater Infants and Junior	AMBER	Full specification of project costs estimated £800k over £1.1m budget. Additional S106 funding proposed to be added to budget by revised Business Case.	AMBER	Updated business case recommended by Hub, to be considered by CAB
Woodlands Mead	RED	Current estimated costs vary between £2.36m	RED	Service review of strategic

Agenda Item 9
Appendix A

Design Stage		and £25m dependent upon the option selected against existing budget of £20m, including an assumed £6m grant contribution for the proposed enhanced sports hall, which remains uncertain. Concerns regarding impact of construction works on adjoining school. Service review of options being undertaken.		requirements to be undertaken. Independent report proposed to inform decision on works required
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Environment

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

Finance and Resources

8. 9 projects submitted highlight reports at the end of September. 7 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. The table below sets out the reason individual project/s were rated amber and provides an update on the latest position:

Scheme	RAG at 31 September	Reason	RAG at 26 November	Updated Position
PropCo- Angel's Nursery, Barnham	AMBER	Capital design stage complete, decision to sell land taken. End of Project report required	AMBER	Final account expected in December
West Sussex Gigabit	AMBER	Contractor waiting on 3 rd party installation of cablelink installations to complete testing, resulting in delayed completion date. Programme plan to be revised once installation date is confirmed	AMBER	

Highways and Infrastructure

9. 20 projects submitted highlight reports at the end of September. 18 of the projects in delivery were rated green, indicating that the project is reporting to plan. 2 were rated as amber, indicating that there is an issue having an effect on the projects but that it can be dealt with by the project manager or project delivery team. The table below sets out the reason individual projects were rated amber and provides an update on the latest position:

Scheme	RAG at 31 September	Reason	RAG at 26 November	Updated Position
A284 Lyminster Bypass	AMBER	Funding for additional scheme costs agreed in 2019/20 programme but uncertainty remains regarding target cost	AMBER	Review of Major Projects funding in 2020/21 - 2024/25 programme to balance funding across projects
LED Streetlight Conversion	AMBER	Implementation delayed due to global component shortage. Consideration of alternative delivery options being undertaken to maximise energy savings	AMBER	

Economy

10. 5 projects submitted highlight reports at the end of September, all of which were rated green, indicating that the project is reporting to plan.

Safer, Stronger Communities

11. 3 projects submitted highlight reports at the end of September, all of which were rated green, indicating that the project is reporting to plan.

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Performance and Finance Select Committee
5 December 2019
Treasury Management Mid-Year Review 2019/20
Report by Director of Finance and Support Services

Executive Summary

With regard to its treasury management activities, County Council is required by the Chartered Institute of Public Finance and Accountancy (CIPFA) to receive as a minimum each year:

- An annual strategy statement for the forthcoming year
- A mid-year review
- An annual report at year end

In accordance with governance arrangements approved in February 2014, the Performance and Finance Select Committee will receive all of the above reports for scrutiny. In addition effective governance is maintained through the submission of quarterly compliance reports to the Regulation, Audit and Accounts Committee.

The Council's overall risk management procedures focus on the unpredictability of financial markets, and implementing restrictions to minimise these risks. The procedures for risk management are set out through a legal framework in the Local Government Act 2003 and the associated regulations (including CIPFA Codes of Practice). Financial risks are minimised through compliance with the annual Treasury Management Strategy Statement (TMSS) which incorporates the Prudential and Treasury Indicators, approved for 2019/20 by County Council in February 2019. During the first half of 2019/20 the Council complied with all of the statutory and regulatory requirements which require the Council to identify and where possible quantify the levels of risk associated with its treasury management activities. Additionally the Council confirms that:

- Given the significant borrowing need in the approved capital programme (up to March 2024) the Council took advantage of historically low borrowing rates offered by the Public Works Loan Board (PWLB) and borrowed an additional £100m during the first quarter of 2019/20; 50-year PWLB maturity loans at an average rate of 2.22%. The Council's overall borrowing at 30 September 2019 remained within the "Authorised Borrowing Limit" approved by County Council in February 2019 (£549.9m; excluding PFI schemes and finance lease) (*Paragraphs 3.7 and 4.2*).
- At 30 September 2019 the Council's external borrowing for capital purposes, excluding PFI schemes and finance leases, was £481.8m (£388.8m at 31 March 2019); including £7.0m (plus interest) which continues to be repaid annually to the PWLB as per the terms and conditions of the £70m borrowing taken during April 2011 (*Paragraph 4.3*).

- Following the additional £100m PWLB borrowing taken and in accordance with 2019/20 capital expenditure plans, the Council's internal borrowing (in lieu of external borrowing) is expected to decrease from £125.3m to £30.7m by 31 March 2020 (*Paragraph 4.4*).
- Total interest (and fees applicable to new loans) payable to the PWLB during the first half of 2019/20 was £9.7m at an average rate of 4.15%. The total revenue (interest) cost of servicing the Council's PWLB debt in 2019/20 is forecast to be £19.5m. Additional costs resulting from the £100m new PWLB debt taken in 2019/20 are to be met from service contributions towards the cost of borrowing relating to income generating initiatives and increased interest receipts due to higher investment balances than originally forecast (*Paragraph 4.5*).
- Security of capital remains a primary investment objective. This continues to be maintained by following the Council's counterparty policy as set out in its Annual Investment Strategy for 2019/20 (contained within the approved TMSS). At 30 September 2019 the Council's investments totalled £305.0m (£204.8m at 31 March 2019). Gross investment interest received during the first half of 2019/20 was £1.9m, representing an investment return of 1.31% on an average investment portfolio of £284.5m. The Council forecasts that interest receipts during 2019/20 will be £0.2m higher than the currently approved £2.7m investment income revenue budget (*Paragraphs 5.6 to 5.11*).
- In December 2017, revised CIPFA Codes of Practice and Ministry of Housing, Communities and Local Government's (MHCLG) Investment Guidance required additional reporting on the Council's non-treasury (commercial) activities. A schedule listing the Council's current income generating and cost avoidance activities is included in the Mid-Year Review to meet the 2019/20 reporting requirements of the Code (*Section 6*).

The focus for scrutiny

The Committee is asked to review and comment on the treasury management mid-year position to ensure activity and performance is in line with the Treasury Management Strategy agreed in February 2019.

Treasury Management Mid-Year Review (2019/20)

1. Introduction

- 1.1 County Council annually approves a balanced budget which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operation is to ensure that cash flow is adequately planned, with surplus monies being invested in accordance with the approved Treasury Management Strategy Statement (TMSS).
- 1.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. The management of longer term cash may involve the arrangement of long and/or short term loans (external borrowing) or may use longer term cash flow surpluses in lieu of external borrowing (internal borrowing). On occasion any external debt previously drawn may be repaid and/or restructured to meet the Council's risk or cost objectives.
- 1.3 Accordingly, treasury management is defined as:

"The management of the Council's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.4 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017) includes the requirement to produce a mid-year review covering treasury management activities and performance in the year to-date. In accordance with the revised Code and governance arrangements approved by County Council in February 2014, scrutiny of the mid-year review is delegated to the Performance and Finance Select Committee.
- 1.5 The attached report has been prepared in compliance with CIPFA's Code of Practice and covers the following:
 - An economic and interest rate update for the first half of the 2019/20 financial year [Section 2];
 - The Council's 2019/20 Capital Programme and associated Prudential Indicators [Section 3];
 - A review of the Council's borrowing strategy for 2019/20 [Section 4];
 - A review of the Council's investment portfolio during the first six months of 2019/20 [Section 5]; and
 - A schedule of the Council's non-treasury activities [Section 6].

2. Economics and Interest Rates

- 2.1 **Economic Background:** The first half of 2019/20 has seen UK economic growth fall as Brexit uncertainty continued to take its toll; Gross Domestic Product (GDP) contracting by 0.2% in the quarter April to June 2019 (+1.3% year-on-year). In its August 2019 inflation report the Bank of England was notably downbeat about the outlook for both the UK and major world economies. The September 2019 Monetary Policy Committee (MPC) meeting sounded even more concern about world growth and the effect that prolonged Brexit uncertainty is likely to have on growth. This mirrored investor concerns around the world who are now expecting a significant downturn or possibly even a recession in some major developed economies.
- 2.2 The UK Consumer Price Index (CPI) measure of inflation had been hovering around the Bank of England's 2% target during 2019/20, but fell to 1.7% in August 2019 (and remained unchanged in September 2019); so does not pose any immediate concerns to the MPC at the current time. Regarding the UK labour market, despite the contraction in quarterly GDP growth, employment in the three months to August 2019 was 0.3% higher than levels recorded a year earlier. The UK unemployment rate was estimated at 3.9% in August 2019, 0.1% lower than a year earlier but marginally higher than that estimated during the first quarter of 2019/20. With unemployment hovering around 44-year lows it was unsurprising that wage inflation (excluding bonuses) picked up to a high point of 3.9% in the three months to June 2019, before easing back to 3.8% by August 2019. In real terms (after adjusting for inflation) the annual growth in regular pay was estimated to be about 2.0%; an increase in household spending power that will potentially feed through into providing support to economic growth in the coming months.
- 2.3 Against this economic background the MPC left UK Bank Rate unchanged at 0.75% during the first half of 2019/20 and analysts expect that no future change will be made to monetary policy until some clarity in Brexit materialises. Following a Brexit deal, together with planned fiscal policies announced by the UK Government, it is possible that growth could recover relatively quickly allowing the MPC to address the issue of whether to raise the Bank Rate at some point in the coming year to combat inflationary pressures which may be developing given limited slack left in the UK labour market. Conversely, in the event of significant disruption to the economy (say in a disorderly exit from the European Union), the MPC could still cut the Bank Rate in order to support growth.
- 2.4 World Growth: Recent Purchasing Managers' Index (PMI) statistics of economic health for the US, UK, European Union and China have all given forward indications of a downturn in growth; confirming investor sentiment that the growth outlook during the rest of 2019/20 will be weak. The trade war between the US and China remains a major concern to financial markets and is depressing worldwide growth, as any downturn would spill over into countries supplying raw materials to China. As a consequence concerns are focused on the synchronised general weakening of growth in the major economies of the world compounded by fears that there could be a recession looming in the US.

- 2.5 If there were a major worldwide downturn in growth, central banks in most of the major economies will have limited monetary policy measures available to respond as rates are already very low in most countries (apart from the US). Additionally concerns remain about how much distortion of financial markets has already occurred with the current levels of quantitative easing purchases of debt by central banks.
- 2.6 Bond Yields (Borrowing Rates): Given the context of heightened expectations that the US could be heading for a recession and the general background of a downturn in world economic growth, together with generally low levels of inflation, conditions remained ripe for low bond yields during 2019. This resulted in government bond yields in the developed world falling significantly during the first half of 2019/20; including UK Gilts.
- 2.7 Accordingly, during the first half of 2019/20 there was a near halving of long-term Public Works Loan Board (PWLB) borrowing rates to unprecedented low levels. Consequently (in October 2019) HM Treasury and the PWLB announced a 1% increase in the margin over UK Gilt yields on top of the 0.8% margin over gilts local authorities had previously paid; with the aim of returning PWLB borrowing rates back to levels seen in 2018.
- 2.8 There is also the possibility that financial markets have gone too far in their fears about the degree of the downturn in the US and world growth. If the US only suffers a mild downturn in growth there would likely be upward pressure on bond yields (in particular US treasuries); however given Brexit uncertainties it remains uncertain how strong the correlation with UK Gilts will be over the coming months making forecasting very difficult at this point in time.
- 2.9 **Interest Rate Forecasts:** The Council's treasury management advisor (Link Asset Services) recently updated their interest rate forecasts based on the assumption that there will be an agreed Brexit deal at some point in time. Given the current level of uncertainties forecasts may need to be reassessed in the light of events during the remainder of 2019/20.

Link Asset Services Interest Rate View										
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60
5yr PWLB Rate	2.30	2.50	2.60	2.70	2.70	2.80	2.90	3.00	3.00	3.10
10yr PWLB Rate	2.60	2.80	2.90	3.00	3.00	3.10	3.20	3.30	3.30	3.40
25yr PWLB Rate	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00
50yr PWLB Rate	3.20	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90

- 2.10 The above forecasts for PWLB borrowing rates are based on the "Certainty Rate" which has been accessible to Local Authorities since November 2012. They also include the additional 1.0% margin over UK Gilt yields which was introduced by HM Treasury and the PWLB in early October 2019 (see paragraph 4.6).

3. The Council’s Capital Position (Prudential Indicators)

- 3.1 Capital Programme: In accordance with CIPFA’s “Prudential Code” and the Council’s ambitions and priorities as set out within the Future West Sussex Plan, the Council approves annually its Capital Strategy (including the five year capital programme) setting out the investment required to meet the Council’s capital objectives.
- 3.2 Capital expenditure as contained within the approved programme may be financed from a range of internal and external sources including:
- Government grants
 - External contributions (such as s106 developer contributions)
 - Capital receipts
 - Revenue contributions
 - Transfers from reserves held for capital purpose
- 3.3 Borrowing is required to meet the cost of any capital expenditure not financed by these internal and external funding sources. The Council is therefore required to approve a strategy that sets-out the borrowing required to meet the cost of any unfinanced expenditure as contained within its capital programme; whilst ensuring that such borrowing remains within prudent, affordable and sustainable limits.
- 3.4 Capital Expenditure: In February 2019, County Council approved a Capital Strategy that set out total planned investment of £705m across the period 2019/20 to 2023/24; including £170.3m for income generating initiatives over the period. The table below details the original estimates for 2019/20 capital expenditure and the current forecast spend for the year:

Capital Expenditure by Service	2019/20 Original Estimate £’m	2019/20 Forecast Spend (i) £’m
Adults and Health	1.5	2.3
Economy and Corporate Resources	9.0	8.0
Education & Skills / Children and Young People	31.3	37.5
Environment	1.2	1.1
Finance	7.0	7.8
Fire & Rescue and Communities	9.0	8.8
Highways and Infrastructure	33.8	36.7
Core Programme	92.8	102.2
Income Generating Initiatives	16.2	13.3
Total Capital Expenditure	109.0	115.5

(i) Forecast spend as reported in the September 2019 Total Performance Monitor (TPM).

- 3.5 In line with the above, the revised forecast of 2019/20 capital financing includes £105.6m by way of government grants, external contributions, capital receipts and revenue funding; and £9.9m by way of internal and/or external borrowing (all of which relates to borrowing for income generating initiatives).

- 3.6 Limits to Borrowing Activity: Key indicators of prudence for the Council's treasury activity are the Prudential Indicators that ensure that over the medium-term borrowing will only be for a capital purpose (including on Balance Sheet PFI schemes and finance leases) including:
- The Council's expected external debt position over the period; termed the "Operational Boundary";
 - Gross external debt should not, except in the short-term, exceed the Council's total borrowing requirement in the preceding year plus estimates of any additional borrowing in 2019/20 and over the next two financial years;
 - The Council's "Authorised Borrowing Limit" is a statutory limit determined under Section 3(1) of the Local Government Act 2003 representing the limit beyond which all external debt (including overdrawn bank balances and short-term borrowing) is prohibited. The limit is approved annually by County Council and reflects the level of borrowing which could be afforded in the short-term (including borrowing in advance of capital need) but not sustainable in the longer-term. It is therefore the Council's expected maximum borrowing need over a three year period (as approved in the capital programme) with additional headroom for unexpected cash flow movements.
- 3.7 The Director of Finance and Support Services confirms that no difficulties are envisaged for the current year in complying with these Prudential Indicators as a consequence of the approved capital programme, as shown below:

Operational Boundary	2019/20 Original Estimate £'m	2019/20 Latest Forecast £'m
External Borrowing - Capital (i)	381.8	481.8
External Borrowing - Chichester Harbour	5.5	5.5
PFI Schemes and Finance Leases	100.2	100.2
Operational Boundary Limit	487.5	587.5

(i) Latest forecasts have been increased to take into account the £100m PWLB borrowing undertaken during the first quarter of 2019/20.

Authorised Borrowing Limit	2019/20 Original Estimate £'m	2019/20 Latest Forecast £'m
Gross Borrowing - Capital	509.9	509.9
Gross Borrowing - Cash Flow Requirements	40.0	40.0
PFI Schemes and Finance Leases	100.2	100.2
Authorised Borrowing Limit	650.1	650.1

- 3.8 Whilst no further external borrowing is currently planned during 2019/20, the approved Authorised Borrowing Limit remains unchanged allowing for the arrangement of new debt if borrowing plans relating to the Council's capital programme change during the remainder of the year.

4. Borrowing

- 4.1 The Council’s main objective when approving new external borrowing is to strike an appropriate risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required; flexibility to renegotiate loans should the Council’s long-term capital plans change being a secondary objective. Prevailing PWLB borrowing rates for maturity loans (including the 0.2% “Certainty Rate” discount available to UK local authorities) during the first six months of 2019/20 are shown below:

Date	PWLB Notice	1-Year PWLB (%)	5-Year PWLB (%)	10-Year PWLB (%)	20-Year PWLB (%)	25-Year PWLB (%)	50-Year PWLB (%)
01/04/2019	128/19	1.46	1.52	1.84	2.35	2.41	2.24
30/04/2019	167/19	1.55	1.68	2.02	2.49	2.54	2.38
31/05/2019	209/19	1.42	1.41	1.70	2.23	2.30	2.16
30/06/2019	249/19	1.43	1.41	1.68	2.23	2.30	2.16
31/07/2019	295/19	1.26	1.20	1.50	2.13	2.22	2.12
31/08/2019	338/19	1.24	1.09	1.21	1.74	1.82	1.68
30/09/2019	380/19	1.28	1.07	1.27	1.77	1.83	1.67
Minimum	n/a	1.17	1.01	1.13	1.65	1.73	1.57
Average	n/a	1.40	1.37	1.62	2.14	2.20	2.07
Maximum	n/a	1.58	1.73	2.07	2.53	2.58	2.41

- 4.2 Given the significant borrowing need in the approved capital programme (up to March 2024) the Council took advantage of the low borrowing rates offered by the PWLB (as shown above) and borrowed an additional £100m during the first quarter of 2019/20; 50-year PWLB maturity loans at an average rate of 2.22%.
- 4.3 At 30 September 2019 the Council’s PWLB long-term borrowing therefore totalled £481.8m (£388.8m at 31 March 2019); including £7.0m (plus interest) that is repaid annually to the PWLB as per the terms and conditions of the £70m borrowing taken during April 2011. Accordingly, the Council’s total PWLB debt remained within the “Authorised Borrowing Limit” approved by County Council in February 2019 (see paragraph 3.7). The maturity profile of the Council’s PWLB borrowing is shown below:

Maturity	Maximum Approved Limit	31/03/19 £'m	30/09/19 £'m	30/09/19 %
Less than 1 year	25%	7.0	7.0	1.5
Between 1 and 5 years	35%	20.6	13.6	2.8
Over 5 years to 10 years	45%	74.9	74.9	15.6
Over 10 years to 15 years	65%	246.3	246.3	51.1
Over 15 years to 20 years	25%	0.0	0.0	0.0
Over 20 years to 25 years	25%	15.0	15.0	3.1
Over 25 years to 30 years	25%	0.0	0.0	0.0
More than 30 years	40%	25.0	125.0	25.9
TOTAL	n/a	388.8	481.8	100.0

- 4.4 Cash flow forecasts up to 31 March 2020 show that the Council will have total external borrowings of £487.3m (see paragraph 3.7) and PFI schemes

and finance lease liabilities of £100.2m against an underlying borrowing need of £618.2m; implying total internal borrowing of £30.7m at 31 March 2020 (£125.3m as at 31 March 2019). Based on current capital plans, the forecast movement in the Council's 2019/20 internal borrowing is shown below:

Internal Borrowing	£'m
Actual at 31 March 2019	125.3
2019/20 Capital expenditure (<i>to be funded through borrowing</i>)	9.9
Repayment of PWLB Debt (EIP Loans)	7.0
New PWLB Debt taken during Q1 2019/20	-100.0
Change (increased) Short-Term Debt – <i>Chichester Harbour</i>	-0.5
Revenue Provision for Repayment of Debt	-11.0
Forecast at 31 March 2020	30.7

- 4.5 The revenue (interest) cost of servicing the Council's PWLB debt in 2019/20 is forecast to be **£19.5m**, representing an average rate of **4.15%**. Within the approved 2019/20 Revenue Budget, the Council originally budgeted for £17.6m interest payments relating to pre-2019 PWLB loans together with £1.3m service contributions towards the cost of new borrowing relating to commercial property and Your Energy Sussex initiatives. The Director of Finance and Support Services approves funding the resulting £0.6m budget shortfall through additional income generated from higher investment balances due to the new PWLB borrowing in 2019/20.
- 4.6 Increase in the cost of PWLB Borrowing: On 9 October 2019, HM Treasury and the PWLB announced an increase in the margin over UK Gilt yields of 1.0% on top of the current 0.8% margin the Council has paid prior to this date for new borrowing from the PWLB. The Council has previously relied on the PWLB as its only source of funding, with approved alternative market borrowing options (including forward starting loans and bond issuance via the UK Municipal Bond Agency) being held under consideration. In light of the unexpected increase to the cost of PWLB borrowing, the Director of Finance and Support Service will reassess the benefits of market loan alternatives during the remainder of 2019/20.
- 4.7 Debt Rescheduling: Rescheduling opportunities for existing PWLB debt have remained very limited in the current financial year. The premium charge for early repayment of PWLB debt remains relatively expensive for all pre-2019 loans in the Council's portfolio; therefore no rescheduling of such debt is planned in 2019/20. (*Note: The additional 1% increase in PWLB rates from 9 October 2019 only applies to new borrowing rates and not to premature repayment rates*).
- 4.8 Borrowing for cash flow purposes: Excluding money held on behalf of the Chichester Harbour Conservancy (and its associated charities) no short-term borrowing was undertaken during the first half of 2019/20. All daily cash flow shortages were funded by withdrawals from the Council's instant access accounts (including Money Market Funds).

5. Investments (Treasury)

- 5.1 The Council’s investment policy is implemented through the Council’s “Annual Investment Strategy” as contained within the 2019/20 Treasury Management Strategy (approved by County Council on 15 February 2019). All treasury investments are made under statutory provisions granted to the Council by the Local Government Act 2003 (Section 12; ‘Power to Invest’). The Director of Finance and Support Services confirms that during the first half of 2019/20 there were no breaches of investment limits as set out in the approved Annual Investment Strategy.
- 5.2 The Council has substantial amounts of investments and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The Ministry of Housing, Communities and Local Government’s (MHCLG) “Investment Guidance” governs that the security and liquidity of the Council’s internally managed investments remain primary investment objectives. The Council’s investment strategy therefore approves limits regarding the monetary amounts and time durations of deposits arranged with individual counterparties. Additionally the strategy requires that internally managed investments are not made with organisations unless they meet identified minimum credit criteria; in particular counterparty credit quality is assessed and monitored with reference to credit ratings as provided by the three main credit rating agencies, supplemented by additional market data (including credit default swap prices, bank share prices and general media alerts).
- 5.3 The Council defines ‘high credit quality’ as institutions and securities having a long-term credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher (non-UK banks must hold a credit rating of A+ or higher). The 2019/20 Annual Investment Strategy further approves investments in BBB+ credit rated non-financial organisations (corporates). The total level of internally managed investments with organisations rated below A- is limited to a maximum of £30m; such investments being classified as ‘non-specified’ in accordance with MHCLG guidance.
- 5.4 Short-term investment returns (up to 12-month durations) remained low during the first half of 2019/20; as evidenced by the London Interbank Bid Rates (LIBID) in the table below:

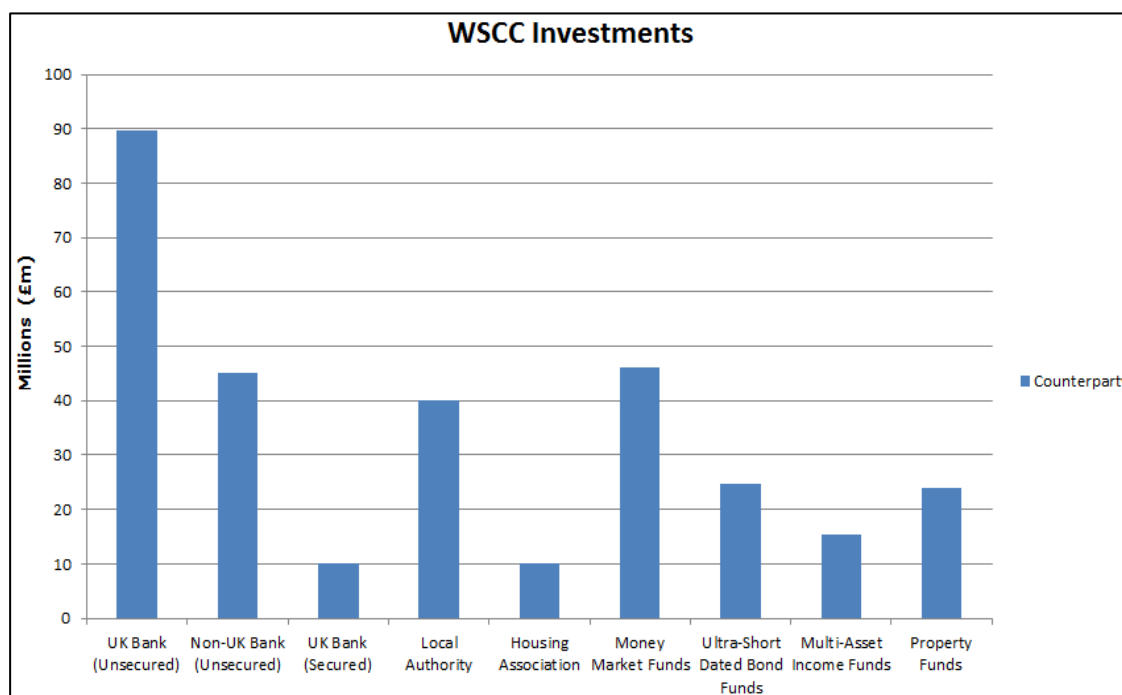
Date	Bank Rate	O/N LIBID (%)	7-day LIBID (%)	1-month LIBID (%)	3-month LIBID (%)	6-month LIBID (%)	1-year LIBID (%)
01/04/2019	0.75	0.55	0.57	0.60	0.72	0.83	0.93
30/04/2019	0.75	0.56	0.57	0.61	0.69	0.82	0.97
31/05/2019	0.75	0.56	0.58	0.60	0.67	0.75	0.87
30/06/2019	0.75	0.55	0.56	0.60	0.65	0.73	0.83
31/07/2019	0.75	0.54	0.56	0.59	0.65	0.69	0.73
31/08/2019	0.75	0.56	0.56	0.58	0.63	0.66	0.71
30/09/2019	0.75	0.54	0.57	0.59	0.63	0.70	0.76
Minimum	0.75	0.54	0.55	0.58	0.63	0.65	0.69
Average	0.75	0.55	0.57	0.60	0.66	0.73	0.83
Maximum	0.75	0.56	0.58	0.61	0.72	0.83	0.98

5.5 The average level of funds during the first half of 2019/20 was £284.5m (£278.6m average throughout 2018/19, compared with £308.6m average balance as at 30 September 2018). Investment levels continue to be dependent on the timing of precept payments from West Sussex Boroughs and Districts, receipt of Government grants ahead of expenditure and the progress on the Council’s capital programme (including the additional £100m PWLB borrowing undertaken during April and June 2019).

WSCC Average Investments	2018/19 £'m	2018/19 %	2019/20 £'m	2019/20 %
UK Banks: Unsecured Deposits	57.1	20.5	67.2	23.6
UK Banks: Secured Deposits	8.2	2.9	4.3	1.5
Non-UK Banks: Unsecured	45.4	16.3	36.1	12.7
Non-Bank Corporates	2.2	0.8	0.0	0.0
Local Authority	59.3	21.3	31.0	10.9
Housing Associations	0.0	0.0	1.4	0.5
Money Market Funds	68.5	24.6	81.3	28.6
Externally Managed Pooled Funds	37.9	13.6	63.2	22.2
Total	278.6	100.0	284.5	100.0

5.6 At 30 September 2019 the Council’s investments (including cash balances held in the Council’s main Lloyds business bank accounts) amounted to £305.0m, as compared with £204.8m as at 31 March 2019. Within the Council’s total invested balance (and having regard to the current environment of low short-term investment returns) approval is given for up to a maximum of £75m to be made available for long-term strategic investment based on forecast levels of earmarked reserves (£69.4m actual long-term investments as at 30 September 2019).

5.7 The full list of investments held at 30 September 2019 is shown in **Appendix 1**. Additionally a breakdown of the Council’s investments by counterparty type at this point in time is shown below:



- 5.8 The movement in the Council’s internally managed investments during the first half of 2019/20 is shown below, for comparison the balance held at 30 September 2018 was £305.0m.

Investment Activity in 2019/20	Balance on 31st March £'m	Investments Made £'m	Investments Sold £'m	Balance on 30th Sept £'m
UK Banks: Unsecured Deposits	31.5	102.0	-43.7	89.8
Non-UK Banks: Unsecured	15.0	40.0	-10.0	45.0
UK Banks: Secured Deposits	7.9	10.0	-7.9	10.0
Local Authority	31.0	65.0	-56.0	40.0
Housing Association	0.0	10.0	0.0	10.0
Money Market Funds	80.1	552.4	-586.3	46.2
TOTAL (Internally Managed)	165.5	779.4	-703.9	241.0
Multi-Asset Income Funds	15.3	0.1(i)	0.0	15.4
Property Funds	24.0	0.0	0.0	24.0
Ultra-Short Dated Bond Funds	0.0	24.6	0.0	24.6
TOTAL INVESTMENTS	204.8	804.1	-703.9	305.0

(i) Unrealised gain in fund valuations at 30 September 2019.

- 5.9 Investment Performance: The Council’s budgeted investment income as approved in the 2019/20 Revenue Budget amounted to £2.0m; increased from £1.9m in 2018/19 reflecting the full year effect of higher yielding externally managed funds for which investment commenced between September and December 2018. Furthermore, due to increased investment balances resulting from the additional £100m PWLB borrowing undertaken in April and June 2019, the Director of Finance and Support Services approved increasing the investment income budget by an additional £0.7m in order to cover the forecast shortfalls in both 2019/20 interest payments (£0.6m; see paragraph 4.5) and other capital financing charges (£0.1m).
- 5.10 Gross investment interest received during the first half of 2019/20 was **£1.9m**, representing an investment return of **1.31%** on an average investment portfolio of £284.5m (see paragraph 5.5). In accordance with the approved Treasury Management Strategy, investment performance can be shown by three separate investment types representing liquidity, short-term investments (up to one year duration) and long-term investments (greater than one year), as detailed below:

Investment Type	Average £'m	Interest £'m	Rate of Return
Liquidity	81.6	0.3	0.72%
Short-Term Investments	146.4	0.7	0.94%
Long-Term Investments	56.5	0.9	3.14%
Total	284.5	1.9	1.31%

- 5.11 Updated forecasts for the remainder of 2019/20 (based on investment performance during the first six months to September 2019 together with updated interest estimates for the remainder of the year) show that for an average investment portfolio of £284.5m the Council will generate a £0.2m investment income surplus against the revised £2.7m revenue budget:

Interest earned to 30 September 2019	1.31%	£1.9m
Interest due from existing investments	1.55%	£1.6m
Forecast interest – Future investments	0.70%	£0.2m
Gross Investment Income (2019/20)	1.31%	£3.7m
Interest payable to internal/external funds held	Variable	-£0.8m
Investment Income (2019/20)	-	£2.9m
Revenue Budget (2019/20) – See Paragraph 5.9	-	£2.7m
Investment Income Surplus	-	£0.2m

- 5.12 The forecast £0.2m investment income surplus (together with £161,000 interest received in respect of the Materials Resource Management Contract; representing monies held by Biffa West Sussex Ltd as trustee of the Council since commencement of the contract) has been reported within the September 2019 Total Performance Monitor (TPM). Officers will continue to closely monitor investment income performance throughout the remainder 2019/20; any changes to the above projections will be included within future TPM's.
- 5.13 Externally Managed Pooled Funds: At 30 September 2019 the Council held investments within the following pooled funds:

Fund	Type	Original Investment	Market Valuation (31/03/19)	Market Valuation (30/09/19)
Fidelity	Multi-Asset Income	£7.5m	£7.7m	£8.0m
Investec	Multi-Asset Income	£7.5m	£7.6m	£7.4m
CCLA	Property	£10.0m	£9.8m	£9.8m
Hermes	Property	£10.0m	£9.5m	£9.5m
Lothbury	Property	£5.0m	£4.7m	£4.7m
Federated	Ultra-Short Dated Bond	£24.5m	n/a	£24.6m

- 5.14 An overview of the performance (income distributions) relating to the Council's externally managed investment funds during the first half of 2019/20 is shown below:

Fund	Type	Income Distributions (£'000)	Rate of Return (%)
Fidelity	Multi-Asset Income	183.3	4.87
Investec	Multi-Asset Income	171.8	4.57
CCLA	Property	202.6	4.04
Hermes	Property	146.3	2.92
Lothbury	Property	74.8	2.98
Federated	Ultra-Short Dated Bond	n/a	0.86

6. Non-Treasury (Commercial) Activity

6.1 A schedule of the Council's current income generating and cost avoidance (non-treasury) activities is attached below:

Non-Treasury (Commercial) Activity	£'m
Historic Investment Property (i)	20.9
2 City Park, Hove (Commercial Property)	22.4
Churchill Court, Crawley (Commercial Property)	11.6
Horsham Enterprise Park	16.3
Solar Panels (Installed 2014/15 to 2018/19)	5.7
Tangmere Solar Farm	10.5
Westhampnett Solar Farm	14.2
West Sussex Gigabit (Asset Under Construction)	1.7
Total (31 March 2019)	103.3
Horsham Enterprise Park	1.0
West Sussex Gigabit	5.4
Your Energy Sussex	4.8
Other Income Generating Initiatives	2.1
Total (2019/20)	13.3
2019/20 Forecast (at 30 September 2019)	116.6

(i) As per the Council's 2018/19 Balance Sheet; including smallholdings and other land/properties held for investment return.

7. Resource and Value for Money Implications

Covered in main body of report.

8. Risk Management Implications

Covered in main body of report.

9. Human Rights Act Implications

Not applicable.

10. Crime and Disorder Act Implications

Not applicable

Katharine Eberhart

Director of Finance and Support Services

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Appendix

A Investments as at 30 September 2019

Background Papers

None

Appendix a

Investments held with counterparty's approved within the Council's 2019/20 Treasury Management Strategy (together with prevailing credit ratings and maximum monetary and duration limits) at 30 September 2019, are set out below:

Total Investments for period = £305.0m

Table 1: UK Banks (Unsecured) – Total £89.8m

Counterparty	Credit Rating	Monetary Limits	Duration Limits	Start Date	Maturity Date	No. of Days	Days to Maturity	Interest Rate	Amount
Goldman Sachs International Bank	A	£15m	6 Months	07/05/19	07/11/19	184	38	0.91%	£10.0m
Goldman Sachs International Bank	A	£15m	6 Months	06/06/19	06/12/19	183	67	0.92%	£5.0m
Handelsbanken Plc: 35-Day Notice Account	AA-	£15m	1 Year	n/a	n/a	n/a	n/a	0.69%	£15.0m
Lloyds Bank Plc: Business Account(s)	A+	£15m	1 Year	n/a	n/a	n/a	n/a	0.65%	£0.0m
Lloyds Bank Plc: 175-Day Notice Account)	A+	£15m	1 Year	n/a	n/a	n/a	n/a	1.13%	£14.9m
National Westminster Bank Plc	A	£15m	1 Year	01/04/19	01/10/19	183	1	0.94%	£5.0m
National Westminster Bank Plc	A	£15m	1 Year	01/04/19	02/01/20	276	94	1.01%	£5.0m
National Westminster Bank Plc	A	£15m	1 Year	01/04/19	31/03/20	365	183	1.07%	£5.0m
Nationwide Building Society	A	£15m (i)	6 Months	05/07/19	06/01/20	185	98	0.82%	£15.0m
Standard Chartered Bank	A	£15m	6 Months	12/04/19	14/10/19	185	14	0.95%	£14.9m

Table 2: UK Banks (Secured) – Total £10.0m

Counterparty	Credit Rating	Monetary Limits	Duration Limits	Start Date	Maturity Date	No. of Days	Days to Maturity	Interest Rate	Amount
Nationwide Building Society (Covered Bond)	AAA	£10m (i)	10 Years	02/08/19	02/08/22	1,096	1,037	1.14%	£10.0m

(i) The total amount invested per financial institution (secured and unsecured deposits) cannot exceed £25m.

Table 3: Non-UK Banks (Unsecured) – Total £45.0m

Counterparty	Credit Rating	Monetary Limits	Duration Limits	Start Date	Maturity Date	No. of Days	Days to Maturity	Interest Rate	Amount
Australia and New Zealand Bank (Australia)	AA-	£15m	1 Year	08/11/18	08/11/19	365	39	1.12%	£5.0m
Australia and New Zealand Bank (Australia)	AA-	£15m	1 Year	12/04/19	09/04/20	363	192	1.14%	£5.0m
Australia and New Zealand Bank (Australia)	AA-	£15m	1 Year	21/05/19	20/05/20	365	233	1.14%	£5.0m
Commonwealth Bank of Australia (Australia)	AA-	£15m	1 Year	12/04/19	13/01/20	276	105	0.95%	£5.0m
Commonwealth Bank of Australia (Australia)	AA-	£15m	1 Year	01/05/19	24/02/20	299	147	0.95%	£5.0m
Commonwealth Bank of Australia (Australia)	AA-	£15m	1 Year	12/04/19	09/04/20	363	192	0.98%	£5.0m
United Overseas Bank (Singapore)	AA-	£15m	1 Year	26/06/19	20/12/19	177	81	0.80%	£10.0m
United Overseas Bank (Singapore)	AA-	£15m	1 Year	02/08/19	04/11/19	94	35	0.72%	£5.0m

Table 4: Short-Term Money Market Funds – Total £46.2m

Counterparty	Credit Rating	Monetary Limits	Duration Limits	Start Date	Maturity Date	No. of Days	Days to Maturity	Interest Rate	Amount
Aberdeen Standard Sterling Liquidity Fund	AAA	£25m	Note (ii)	n/a	n/a	n/a	n/a	0.73%	£25.0m
Blackrock Sterling Liquidity Fund	AAA	£25m	Note (ii)	n/a	n/a	n/a	n/a	0.68%	£21.2m

(ii) No defined maturity periods for short-term Money Market Funds; withdrawals based on cash flow liquidity requirements.

Table 5: UK Local Authorities – Total £40.0m

Counterparty	Credit Rating	Monetary Limits	Duration Limits	Start Date	Maturity Date	No. of Days	Days to Maturity	Interest Rate	Amount
Cambridgeshire County Council	AA- (iii)	£25m	20 Years	11/04/19	09/04/20	364	192	0.98%	£5.0m
Doncaster Metropolitan Borough Council	AA- (iii)	£25m	20 Years	15/08/19	13/08/20	364	318	0.88%	£5.0m
Plymouth City Council	AA- (iii)	£25m	20 Years	09/04/18	09/04/20	731	192	1.40%	£10.0m
Thurrock Council	AA- (iii)	£25m	20 Years	03/07/19	02/07/20	365	276	0.95%	£10.0m
Thurrock Council	AA- (iii)	£25m	20 Years	05/08/19	04/08/20	365	309	0.92%	£10.0m

(iii) Assumed UK Local Authority credit rating if no actual rating exists (one notch lower than the UK sovereign rating).

Table 6: UK Housing Associations (RSLs) – Total £10.0m

Counterparty	Credit Rating	Monetary Limits	Duration Limits	Start Date	Maturity Date	No. of Days	Days to Maturity	Interest Rate	Amount
Metropolitan Housing Trust (MTVH Group)	A-	£15m	5 Years	05/09/19	06/09/21	732	707	1.40%	£10.0m

Table 7: Pooled Funds (Externally Managed) – Total £64.0m

Counterparty	Credit Rating	Monetary Limits	Duration Limits	Start Date	Maturity Date	No. of Days	Days to Maturity	Interest Rate	Amount
Federated Sterling Cash Plus Fund	AAA	£25m	Note (iv)	11/04/19	n/a	173	n/a	0.86%	£24.6m
Fidelity Multi-Asset Income Fund	n/a	£15m	Note (v)	11/12/18	n/a	294	n/a	4.87%	£8.0m
Investec Diversified Income Fund	n/a	£15m	Note (v)	05/12/18	n/a	300	n/a	4.57%	£7.4m
CCLA (Local Authorities' Property Fund)	n/a	£15m	Note (vi)	28/02/17	n/a	945	n/a	4.04%	£9.8m
Hermes Property Unit Trust (HPUT)	n/a	£15m	Note (vi)	28/08/18	n/a	399	n/a	3.00%	£9.5m
Lothbury Property Trust (LPT)	n/a	£15m	Note (vi)	03/09/18	n/a	393	n/a	2.98%	£4.7m

- (iv) Up to one year investment horizon for externally managed ultra-short dated bond funds (enhanced cash).
(v) Three year investment horizon for externally managed multi-asset income funds.
(vi) Minimum five year investment horizon for externally managed property funds.

Performance and Finance Select Committee**5 December 2019****Review of Fees and Charges 2020/21 – Focus for Scrutiny****Report by Director of Law and Assurance****Summary**

The discretionary fees and charges of the Council are reviewed every year to ensure they continue to reflect the priorities in the West Sussex Plan and are aligned to support the Council achieving its revenue budget. The general rule is that fees and charges will increase in-line with the Retail Price Index (RPI) as at September of the preceding year. This year the RPI increase is 2.4%.

The draft decision report attached sets out the proposed changes to fees and charges to be implemented in 2020/21. This forms part of the budget setting process to support the Council achieving its revenue budget. A review of fees and charges was agreed as one of the strategic budget decisions considered at Cabinet in July 2019.

The focus for scrutiny

The Committee is asked to scrutinise the fees and charges decision report, attached at Appendix A. Key areas for scrutiny include:

1. That the proposed changes to fees and charges remain in-line with the West Sussex Plan priorities;
2. That the changes meet the objectives of cost recovery, meet other financial or policy objectives or a policy decision has been taken to subsidise a service;
3. That the changes are reasonable; and
4. That the impact of changes have been considered, with any unintended consequences, and mitigations to address these, identified.

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

Details

- 1.1 The background, context and detail of the changes are set out in the attached draft decision report. The report also sets out the financial implications of the changes, risks and other options considered.
- 1.2 The Equality, Human Rights, Social Value, Sustainability and Crime and Disorder Reduction Assessments are also outlined within sections 8 – 10 of the report.

Tony Kershaw

Director of Law and Assurance

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Appendices

Appendix A – Review of Fees and Charges 2020-21 draft decision report

Background Papers

None

Cabinet Member for Finance and Resources	Ref No:
January 2020	Key Decision: Yes
Review of Fees and Charges 2020-21	Part I
Report by Director of Finance and Support Services	Electoral Divisions: All
<p>Summary</p> <p>To support completion of the County Council budget for 2020-21, approval is sought regarding discretionary fees and charges for the next financial year.</p>	
<p>West Sussex Plan: Policy Impact and Context</p> <p>This proposal is in line with the West Sussex Plan priorities, predominantly 'A Strong, Safe and Sustainable place' and "A Council that works for the community"</p>	
<p>Financial Impact</p> <p>The proposals are aligned to support the Council in achieving its 2020-21 revenue budget.</p>	
<p>Recommendations</p> <ol style="list-style-type: none"> 1. That the discretionary fees and charges as set out at Appendix A be approved, to take effect from 1 April 2020 or as otherwise stated within this report. 2. That Directors, in consultation with the Director of Finance and Support Services and the relevant Cabinet Member/s, be granted delegated authority to vary fees and charges in-year within their respective portfolios in support of achieving their income budgets, taking account of changes in service costs, the market environment, demand and/or service levels and any statutory constraints, except where other specific decision-making arrangements have been formally adopted (for example, on-street car parking). 	

Proposal

1. Background and Context

- 1.1. This report outlines the County Council's approach to setting discretionary fees and charges, which are detailed in Appendix A. To support completion of the County Council budget for 2020-21, there needs to be agreement of the extent to which these fees and charges are changed.
- 1.2. Section 3 of the Localism Act 2011 and Section 93 of the local Government Act 2003 set out the general legal framework regarding charging for services, albeit that various other specific legal provisions and local policy

objectives may also influence or dictate the level of fees or income to be generated.

1.3. Taking account of the above, the County's fees and charges fall into the following broad categories:

- a) Fees which are statutory and the charging structure is set by the relevant national body, generally with regulatory responsibility for the service;
- b) Fees based on cost recovery. This reflecting the general regulatory framework for charging for services, other than through trading undertakings;
- c) Fees where the County Council uses its specific powers to pursue other financial outcomes or policy objectives through its charging policy, for example, traffic management; and
- d) Fees where the County Council has taken a clear policy decision to subsidise a service, in setting the related fees and charges.

1.4. As a rule, the County Council generally increases fees and charges by the Retail Price Index (RPI) as at September of the prior year (to which the changes is being proposed); for 2020-21, this amounts to a 2.4% increase. This is in line with the County Council's policy to budget for cost inflation. All changes will be implemented from 1 April 2020, unless otherwise stated.

1.5. In that context, a summary of the proposed charges and their rationale is set out below by portfolio.

2. Proposal Details

2.1 Adults and Health Portfolio

Adults

2.1.1 With the exception of the Blue Badge scheme which is a Statutory Fee, the remaining Adults and Health Fees and charges are proposed to be increased in line with RPI.

2.1.2 Transport to Day services charges have also been increased by RPI, but as agreed with members in 2015 this is a heavily subsidised service and therefore the proposals do not seek to fully recover costs.

Coroner's Service Fees

2.1.3 All the Fees and Charges within the Coroner's service are Statutory in nature and as such are set at a national level and will be adjusted once any changes are advised.

2.2 Children and Young People Portfolio

Children's

- 2.2.1 It is proposed that the training for Early years providers will be increased by at least RPI, which is in line with West Sussex County Council's (Council) Fees and Charges costing methodology. However, some will differ from the RPI increase – this is due to a number of the 2020-21 amounts being rounded up as part of this process.
- 2.2.2 The nursery fees chargeable were changed in 2019-20 due to the operational model becoming mornings only. This has changed the cost base and accordingly the fee has been increased by slightly above RPI.
- 2.2.3 Statutory fees in this portfolio include those charged for adoption and fostering cases, where the service will follow national charging guidelines. This ensures, when charging other local authorities for these services, that there is equity in treatment.

2.3 Finance Portfolio

Finance

- 2.3.1 Included in this area are the Fees and Charges relating to the provision of financial services to schools. The three annual School Financial services Service Level Agreement (SLA's) have been increased in line with RPI.
- 2.3.2. The Council's support for the year-end financial closedown will increase by 2.4%. This is an RPI increase rounded down to the nearest pound.
- 2.3.3 Also included are the charges for the rental of the nine plots at the West Sussex Transit Site. These fees were increased by 10% for 2019-20 and as such it felt inappropriate to increase further for 2020-21.
- 2.3.4 The Financial Services provided to schools on an ad-hoc request basis have been reviewed and re-organised to ensure cost effectiveness to the Council and provide more clarity to schools when requesting the Council's services. As such seven Fees have been withdrawn and replaced with four new Fees with a new pricing mechanism.
- 2.3.5 Within this portfolio are the Council's property leases and rents. Whilst any increases are limited due to contractual arrangements, it is Council policy to ensure any new or re-negotiated contracts are at the appropriate Market value at the time.
- 2.3.6 Proposed fees for charging for advertising space in Taste West Sussex and West Sussex Connections, our two print publications, are based on keeping current prices fixed for the next financial year. The full charging rates are rarely achieved given that the market is very competitive and currently the fees appear relatively high compared to the competition. The previous rates were based on the print market and digital development has considerably impacted on the prices that can be achieved.

- 2.3.7 This portfolio has one main statutory area of charging, associated with the Financial Adult Safeguarding service, which will continue to follow national charging guidelines from the Court of Protection.

Property Services

- 2.3.8 This area contains the Fees and Charges the Council charges for property services provided to Schools and Academies. It is proposed that all fees are increased by RPI with some further small adjustments for rounding.

2.4 Education and Skills Portfolio

Education and Skills

- 2.4.1 Included in this area are the Fees and Charges relating to the provision of SLA support the Council provides to schools. For the majority of the services provided the intention is to increase by RPI, however there may be some minor differences to this due to rounding.
- 2.4.2 The SLA's with schools for the provision of Governor services will increase by 2.4%. This is an initial increase by RPI with some further rounding to the nearest pound.
- 2.4.3 The SLA with Schools with outdoor education is proposed to be increased by 2.1% - again an RPI increase but rounded down.
- 2.4.4 The fees charged against the nine Sickness and Maternity schemes provided are to be increased by an average of 2.4%. This is based on an RPI increase then a further rounding to the nearest pound (up and down).
- 2.4.5 It is proposed to increase the Home to School transport service by more than RPI. This is to reflect more closely the commercial bus fares and align with the Council's costs. These costs have also been benchmarked against neighbouring authorities. There are five differing services provided within this range and for 2020-21 increases average 7.5% (including rounding to the nearest pound).
- 2.4.6 It is intended to increase the rates for both full and half day Education Psychology and Behaviour courses by 22.2%. This above inflationary uplift is based on benchmarking data and also to bring the charges more in line with the school effectiveness charging.
- 2.4.7 There is no increase planned for the charges to schools for the statutory induction for newly qualified teachers. It is thought that any price increase at this stage risk reducing the current subscription numbers.
- 2.4.8 Also included in this portfolio are charges for the provision of both Free school and special school meals – again it is proposed that these charges are increased by 2.4%, in line with RPI.
- 2.4.9 Charges to schools for services provided in converting to academy status is proposed to remain as current. Currently funding for this is provided through a government grant which has not increased.

- 2.4.10 The portfolio includes the Martlet's restaurant (Chichester County Hall site), it is proposed to increase the fees at an average of 2.4% (RPI)
- 2.4.11 This portfolio includes six statutory charging fee – as such these fees are set externally and the Council will continue to follow national charging guidelines.

2.5 Economy and Corporate Resources Portfolio

Law

- 2.5.1 There are several charges relating to the provision of legal services – it is proposed that the majority of these services be increased by RPI for 2020-21. There are two exceptions to this: the Fee for copy orders and agreements is proposed to increase by 2.5% (£0.15) and Fee for other types of copying to increase by 3% (£0.03).

2.6 Fire & Rescue and Communities Portfolio

Fire and Rescue Service

- 2.6.1 There has been a comprehensive review and Benchmarking exercise carried out in regard to the costs and charges for those services provided by West Sussex Fire & Rescue Service. The outcome of this review was that a number of the fees and charges are no longer required. Of the remaining charges the majority of the services were undervalued and not cost effective, as such it will be necessary to increase the fees by more than RPI.
- 2.6.2 The cost of providing a large vehicle and crew will increase by 30.1% to £414.00 per hour. With the cost for the provision of a smaller vehicle increasing to £354 per hour (122.3% increase).
- 2.6.3 The cost of providing a pumping appliance with crew will increase by 4.8% to £276.00 per hour. A similar Fee will be withdrawn as on reflection there is no requirement for having two different fees.
- 2.6.4 There is no proposed increase for 2020-21 for the testing of a dry-riser.
- 2.6.5 Providing a copy of a fire report will increase by 62.7% (increase to £108 per report). A similar Fee will be withdrawn as it is no longer required.
- 2.6.6 The charge for a fire investigation interview will increase by 2.7% per hour. This is an RPI increase and then rounded up to the nearest pound. The charge for a standard fire investigation report will increase by RPI. Both these charges may incur further costs, but this will depend on the requirement and materials requested.
- 2.6.7 The charge for the provision of a Fire Crew at special events has now been standardised at £420 per hour – This cost covers the vehicle and crew on standby and was previously charged at a variable rate.

- 2.6.8 It is proposed that the charge for labour for both the first hour and any subsequent 30 minutes there on will be changed from a fixed fee to a fee dependant on the costs of providing any individual and the rank of that person - ensuring that full costs recovery is achieved.
- 2.6.9 On top of this there are further historical charges that the service believe are no longer required and as such will be removed.
- 2.6.10 The Fire based commercial training provided by the Council was remodelled for 2019-20 following market research and looking at both the prevention agenda and legislative requirements. Given the above RPI charge increase for 2019-20 it is proposed not to increase the rates charged for 2020-21. It is hoped that by maintaining a competitive rate that attendance levels can be maintained and where possible increased.

Records Office

- 2.6.11 The Record Office provides an eclectic range of discretionary services, the majority of which are not subject to specific statutory regulation. All the fees and charges were reviewed as to their appropriateness and whether cost effective. This was carried out by benchmarking the fees against adjacent County Archive and Library Services. As a result, the proposed fees for 2020-21 are as follows:
- 2.6.12 Benchmarking highlighted the following fees and charges requiring an above RPI increase – while the inflation figure looks high, the monetary value increase is relatively low and is shown in brackets.
- Publication fees for film and TV are proposed to increase by 3.2% (£2.00).
 - Image publication fee for Garland Photos (UK Rights) to increase by 3.8% (£1.00)
 - Image publication fee for Garland Photos (World Rights) to increase by 3.9% (£2.00)
 - Photograph publication fee in books with print run of between 1 and 1000 to increase by 7.6% (£0.50)
 - Photograph publication fee in books with print run of between 1001 and 3000 to increase by 7.8% (£1.00)
 - Photograph publication fee in books with print run of between 3001 and 5000 to increase by 10.5% (£2.00)
 - Photograph publication fee in books with print run of 5001 and over to increase by 12% (£3.00)
 - Photograph publication fee for National Media/periodicals to increase by 8% (£2.00)
 - Photograph publication fee for local media are to increase by 7.6% (£0.50)
 - Photograph publication fee for other commercial publications are to increase by 2.7% (£1.00)
 - The hourly fee for a record office "surgery" to increase by 2.5% (£1.00)
 - The Publication fee for each item for the Eric Gill collection is to increase by 4.5% (£0.50)

- 2.6.13 Due to the relatively low charge the following fees and charges were not increased last year, but in order to maintain cost effectiveness it is proposed to increase them this year by a higher than RPI amount.
- Scanned image A3 to increase by 4.6% (£1.00)
 - Scanned image A3 to A1 to increase by 4.5% (£2.00)
 - Scanned image A4 to increase by 4.5% (£0.50)
 - Supply of a scanned image A3 to A0 to increase by 7.2% (£2.00)
 - Supply of a scanned image A4 to A3 to increase by 7.1% (£1.00)
 - Supply of a scanned image up to A4 to increase by 7.2% (£0.50)
- 2.6.14 After benchmarking with other Records offices and Libraries, it was established that a number of services were price sensitive and were priced at the higher end of the market and as such it is proposed that the following Fees and Charges are not increased for 2020-21:
- Half day hire of work room
 - The day rate for DIY Photography in the search room
 - Per person Fees for Evening talks at the record office.
 - The fee per sheet for self-service Microform copying
 - The fee per sheet for self-service printing from a computer
 - The per sheet cost for A3 and A4 photocopies (both black and white and colour).
 - The fee for both Half and full day parking at the record office
 - The fee for Genealogical research tours.
 - The fee for other searches at the record office
 - The fee for orders by post (black and white and colour)
- 2.6.15 It is also proposed to not increase the fees applicable to the charges made to the coffee time sessions, both daytime and evening tours of the record office, and any out of office talks – these services are deemed key increasing the reputation and understanding of the role of the record office and audience development.
- 2.6.16 The Fees for certified copies per document are to remain at 2019-20 levels – in order to keep in line with the Church of England Fees
- 2.6.17 There are also two services relating to Microfilming are to be withdrawn as they are no longer provided.

Libraries

- 2.6.18 The Library Service has an eclectic range of discretionary fees and charges, all of which are not subject to other specific regulation.
- 2.6.19 All fees and charges were reviewed against price, sensitivity and customer reaction and as a result the proposals for 2020-21 are detailed below.
- 2.6.20 Rentals fees for audiobooks, will see an average increase of 3.6% - based on an RPI increase plus further rounding (to include VAT) to the nearest 5 pence due to library machine limitations.
- 2.6.21 Fees to receive and send (dependant on destination) Faxes will see price increases between 2.5% and 6% (including an element of rounding). Whilst

still used by the public, it is a declining service and need to be priced to ensure cost effectiveness.

- 2.6.22 Fees for non-members and non-residents using public access computers is proposed to increase by 17.6% (£0.30 per hour).
- 2.6.23 Fees for reserving books had an above inflationary increase last year and as such it is proposed to not increase the fees across the four categories (including reserving books from the British Library).
- 2.6.24 Fees for reading groups subscriptions increased by RPI last year. It is proposed that the price should not be increased this year.
- 2.6.25 There is no proposed increase in the rental price of CD's with one line being withdrawn completely (as there is no genre differential applied). This is a declining service with new CD's no longer purchased in 2020-21. It is hoped by maintaining the same fee that usage with existing stock will continue at a reasonable level.
- 2.6.26 Fees for replacement membership cards are proposed to rise by £0.05 (2.9%) – this increase is based on RPI with further marginal rounding.
- 2.6.27 Charges for letters in relation to overdue items (to cover the administration, postal and stationery costs) are also proposed to increase by 2.9% (£0.05). This again is based on RPI and some minor rounding. This is a reducing service as text messages are the preferred communication method where possible. It is also proposed to increase the administration fee for dealing with a lost or damaged book by same RPI (2.9% - £0.05)
- 2.6.28 Increases of 20% (£0.05) are proposed for both Overdue books, Music CD's and Audio books. The higher than RPI increases relates to the limitations of the self-service kiosks within the library and is the first increase since 2015.
- 2.6.29 Fees for the rental of DVDs will not increase this year, as there is a reducing demand for this service and fees need to remain competitive to retain demand. It is intended to reduce this service in 2020 by ceasing any further DVD purchases.
- 2.6.30 It is not proposed to increase the fee from the current 2019-20 level for the late return of DVD's. This is a declining service and will keep the fee at its current level to try and maintain usage.
- 2.6.31 There was no increase in the Exhibition Booking Fee in 2019-20, however it is proposed to increase the fee from April 2020 by 3.8% per week (£0.05).
- 2.6.32 With the exception A4 Black and White copies, all Photocopying and Printing will remain at existing rates (these rates have remained at the same levels for several years and are still cost effective). However, a review of costs identified it is necessary to increase the cost of A4 black and white photocopies from £0.10 to £0.15 (56.3% increase) due to cost implications. While this is a significant proportionate increase, the price has not increased since 2011. The Council are also restricted to increases in multiples of five pence due to the technology used on the photocopiers.

- 2.6.33 It is proposed that from April 2020 the charge for letting library meeting spaces will be charged at an hourly rate rather than the current two-hour rate. It is not proposed to change the rate.
- 2.6.34 It is not proposed to increase fees for Reference Research in 2019-20 due to price sensitivities and pressure on demand.

Registration Service

- 2.6.35 The registration service provides a wide-ranging set of services for life events. For 2020-21 most of these services are proposed to increase in line with RPI with some minor adjusting rounding carried out which may affect the RPI increase percentage.
- 2.6.36 It is proposed to increase the charges to provide individual citizenship ceremonies of between 5.6% and 21.5%. These above inflation increases are needed to ensure cost recovery and have been benchmarked against other Local Authorities and will be comparable from 2020-21.
- 2.6.37 There is no proposed increase for the provision of a commemorative certificate as this is kept the same as the statutory fees for a similar service.
- 2.6.37 The additional fee for the notice on Marriage on a Saturday is to increase by £2.50 (25.1%) per notice. This fee has not been increased for a number of years due to the relatively low fee amount and this maintains its cost recovery.
- 2.6.38 There has been a change in guidance in regard to the Fees charged where a service or package that includes a registrar for a legal ceremony. A recent HMRC tribunal has advised that only reasonable costs incurred in providing a registrar can be excluded from a VAT charge. All other elements in the provision of a service or package must charge VAT on all costs with the exception of the reasonable costs for a registrar. As such this change requires the Council to effectively to separate the reasonable costs charged for legal ceremonies when using a West Sussex venue, with the remaining costs being subject to VAT (these are shown in the table in Appendix A).
- 2.6.39 Costs for ceremonies and events carried out in West Sussex venues vary dependant on the category of room (normally based on size).
- 2.6.40 For the use of a West Sussex Category A rooms: The Fees charged for the use of the room, including the attendance of Registrars and the use for non-statutory ceremonies is proposed to be increased by an average of 10.1%. However, these rates are lower than the reasonable costs attributed to the provision of a registrar (as such no VAT will be applicable). The provision of these types of events are carried out in a highly competitive and price sensitive market, where it is likely that a higher charge was made would reduce the use of these rooms. As such it is necessary to keep the fees at a competitive rate rather than charge at a full cost recovery rate.

- 2.6.41 For the use of a West Sussex Category B rooms, it is proposed that the Fees for the use of the room including the attendance of a registrar and the use for non-statutory ceremonies will increase by an average of 2.3% (marginally below RPI). Again, these fees are commercially sensitive, and it is believed that any higher increases would likely have a detrimental effect on future bookings and use. Any Fees that exceed the reasonable costs for the provision of a registrar will be subject to VAT.
- 2.6.42 For the use of a West Sussex Category C rooms, it is proposed that the Fees for the use of the room including the attendance of a registrar and the use for non- statutory ceremonies will increase by an average of 2.5% (marginally above RPI). The commercial nature of these fees and the competitive environment limit the increases available. It is hoped that by maintaining quality and competitive pricing, the use of the Council's venues will increase over time. Again, any Fees that exceed the reasonable costs for the provision of a registrar will be subject to VAT.
- 2.6.43 For the use of a West Sussex Category D rooms: it is not proposed to increase the Fees for the use of the room, the attendance of a registrar and the use for non- statutory ceremonies. Limited by the competitive environment it is believed the rates are at the top of what would be commercially acceptable without impacting usage. As such it is believed that by maintaining the current rate the venues will continue to be used. Again, any Fees that exceed the reasonable costs for the provision of a registrar will be subject to VAT.
- 2.6.44 It is proposed the Fees charged for the attendance of Registrars at an outside venue to register a marriage or civil partnership will increase by an average of RPI. The same RPI increase applies to the Fees applicable to non-Statutory ceremonies such as Baby Naming & Renewal of vows at outside Venues and non-licenced premises.
- 2.6.45 The Fees applicable to venue licencing (marriages and civil partnerships), and any appeals for refusal will increase by an average of 2.3% (marginally below RPI due to rounding to the nearest pound).
- 2.6.46 The Fees for an additional room at religious buildings has been withdrawn as this service is no longer required.
- 2.6.47 It is proposed that the fee for the attendance of a registrar at venue of choice to celebrate a marriage or civil partnership following a statutory ceremony in the West Sussex Register Office will on average be increased by 2.5% (this is an RPI increase then rounded to the nearest pound).
- 2.6.48 The charge for a registrar to attend and register a civil partnership at a religious building is proposed to increase by RPI (2.4%)
- 2.6.49 The Fee for attendance of Registrars at a venue subject to specific partnership arrangement to Register a marriage/civil ceremony is to increase by an average of 28%. Historically this has been kept low to try and increase popularity, however it now believed that the fee should be more in line with that use of a Category A room fee.

- 2.6.50 The posting and packaging charge for copy certificates is being withdrawn as this charge is included within an existing Statutory charge.
- 2.6.51 Edes House is a Grade 1 listed Building which is predominantly used for weddings whose fees and charges are included in the detail above. For all other events being held at Edes House it is proposed to increase the charges in with RPI (2.4%).
- 2.6.52 There are a number of fees and charges within the Registrar Office portfolio which are statutory in nature and as such the Council will continue to follow national guidelines and rates.

Gypsy and Travellers

- 2.6.53 The proposed increases to the Gypsy and Travellers fees are based on RPI with a further small rounding up. The exception to this is the fee charged for single plot rental a Fairplace Hill which will not be increased and is to be maintained at its current 2019-20 rate. The increases proposed are within the restrictions directed by the Mobile Homes Act 1983.

2.7 Highways and Infrastructure Portfolio

Highways

- 2.7.1 The majority of Fees for Highways have increased by RPI with rounding to the nearest pound being responsible for any minor deviations from the 2.4% rate.
- 2.7.2 The charge for Vehicle Crossover Licence (VCO) - residential applications has been withdrawn and split into two different charges covering the approval process i.e. the Application Fee and the Works Permission Fee. The initial application fee will cover officer time and will be an online fee gathered through the Streetworks team web site. The remainder of the VCO licence fee will be charged to the contractor carrying out the actual works when the licence to work on the Public Highway is offered. There are no new charges just a reassessment of when and how the charges are applied to reduce spurious applications which involve officer time but do not progress to the construction stage. The increase across the two charges for 2020-21 is RPI with rounding, compared to the single element previously.
- 2.7.3 A new Fee is to be introduced for the issue of a letter supporting the legality of a VCO (normally required as part of a house sale).
- 2.7.4 The Fee for surveying and administration costs to the tourist and private directional signs will increase by 2.5%, With the vetting fee being increased by RPI. The charges for design, manufacture and installation of these signs is to be withdrawn, as it is no longer a service the Council provide, with applicants being directed to the contractor.
- 2.7.5 The Licence charge for a moving elevated work platform has increased by 3% - the charge will change from a per day rate to a per 10 working days rate. The admin fees for changing the licence dates will increase by 2.9%

(RPI rounded). The charge for any overrun being increased by 2.7% (RPI rounded).

- 2.7.6 There are seven historical Fees and charges to be withdrawn – there have been no requests for these services in a number of years and as such are deemed obsolete. These include: Provision of site drawings; count information, provision of TRANSYT/LINSIG 1/LINSIG 2 and 3 files.
- 2.7.7 The Fees for the licences for Table and charges on the highway have been temporarily removed from this Fees and charges report. A review of the operating model is currently being undertaken and revised charges will be agreed in a separate decision report prior to an April 2020 implementation. In future years it is intended that it will be reintroduced into this report.
- 2.7.8 There are a number of fees and charges within the Highways portfolio which are statutory in nature and as such the Council will continue to follow national guidelines and rates. The exception to this is the fee for a permit to work on the highways – this has been removed from this report pending a separate decision report for implementation from April 2020. It will be re-introduced to this report for 2021-22.

Transport

- 2.7.9 It is proposed to increase the fees for Cycle Training courses by RPI. Rounding to the nearest ten pence will marginally affect the actual increase.
- 2.7.10 The S19 Minibus permit has been benchmarked against other designated issuing bodies and the rate was found to be lower than comparable local authorities. As such it is proposed to increase the permit charge by 20% (£2.50).
- 2.7.11 It is proposed to increase the Experienced Driver Assessment charge by RPI for 2020-21.
- 2.7.12 The charge for the replacement of English National Concessionary Fare bus passes was doubled in 2018-19 to £10.00. It has been benchmarked against neighbouring local authorities and by not increasing in 2020-21 it is in line with their charges.
- 2.7.13 It is not proposed to increase the fee for Disclosure and Barring Service (DBS) checks for external transport staff. The Council are trying to encourage more driver and escorts to volunteer and this charge being a major stumbling block.
- 2.7.14 The Safer Sussex Roads Partnership (SSRP) speed awareness courses are Statutory in nature (Fees set by Sussex police) and as such the Council will follow these guidelines.
- 2.7.15 A new fee has been introduced in October 2019 – the charge for suspending or relocating a bus stop. As a new fee it is not proposed to increase this in 2020-21.

2.8 Environment Portfolio

Planning

- 2.8.1 This portfolio includes a range of fees and charges for the Council's planning services. Benchmarking and reviews are carried out annually to ensure that the costs are appropriate.
- 2.8.2 It is not proposed to increase Pre-Application advice fees. These are normally increased every three years with the next increase expected in 2021/22.
- 2.8.3 Historic Environment Record searches have been reviewed and are proposed to increase to take account of increased costs, cumulative inflation over the last three years (where no increases have been applied) and benchmarking with other local authorities. As such it is proposed to increase the Fees for the following types of search: Householder search – 5.6%; Standard search – 9.0%; Priority search 9.6%; Statutory Undertaker Standard search – 9.3%; Statutory Undertaker Priority Search 12.7%.
- 2.8.4 Advice and Support to Statutory undertakers will be increased by inflation at 2.4%, as will various fees the pre-Application advice.
- 2.8.5 There is no planned increase to the contributions made by the District and Boroughs in relation to the Historic Environment Records – the current SLA is due to be reviewed in 2020-21 and as such if any changes are agreed this will take place from 2021-22.
- 2.8.6 For Section 38 and Section 278 agreements, no increases were made in 2019-20. A review of costs and a benchmarking exercise has taken place which has resulted in a proposed 9% increase in the minimum fee expected.
- 2.8.7 For Local land charges and follow up request there is no proposed increase for 2020-21. These fees are normally increased every three years with the next increase expected in 2021-22.
- 2.8.8 For Section 106 agreement enquiries, Highways Boundary request, Traffic Modelling request and copies of Highway scheme plans are generally increased every three years. These fees are reviewed annually and for 2020-21 it is not proposed to increase the charges.
- 2.8.9 Pre-application fees have been reviewed and it is proposed that after three years of no increases a 10% fee increase should apply.
- 2.8.10 Following a legislative change in September 2019, a new fee will be introduced for the monitoring of Section 106 contributions based on a per trigger basis.
- 2.8.11 Those fees relevant to both County Planning, and Environment and Heritage that are statutory in nature will continue to follow national guidelines.

Countryside and Rights of Way

- 2.8.12 The charge against the Rental of land and fishing rights is governed by a number of existing legal agreements. As such there is no proposed increased planned for 2020-21.
- 2.8.13 The charge for the use and access to various events run on the Council's countryside sites has historically been a variable charge dependant on the type of event. To provide more clarity it is now proposed to split the differing costs out by effectively showing the differing type of events and their respective charges within this report. This has resulted in the removal of one fee and the introduction of six new fees. There has not been an increase last two years on these fees as such there is an above RPI increase this year of 5.8%.
- 2.8.14 For the Rights of Way, the administrative fees relating to additional work required for opposed and unopposed Public path orders have been reviewed and benchmarked to bring in line with a South East average. As a result, the increases proposed are between 2.6% and 17.9%.
- 2.8.15 The additional site inspections charge for Rights of Way applications has increased by 42.9% (£60.00). This above RPI increase reflects the true cost of staff time required to carry out the task.
- 2.8.16 The administrative Fees for the Temporary traffic regulations required for Public Path orders have been reviewed and the proposal is to bring them in line with similar charges across other local authorities in the South East. Consequently, the proposed increase for 2020-21 is between 2.6% and 10%.
- 2.8.17 The licence fee for access across or onto the Council's land is variable in nature and will be charged according to the frequency and type of use. The Council's Land Agents and Valuers will provide advice on appropriate charges for the licences.
- 2.8.18 A new charge is to be introduced for providing advice on Public Path order legislation and procedures to potential applicants and order making authorities – this charge will be made at an hourly rate.

Trading Standards

- 2.8.19 The Weights and Measures charges are proposed to increase by RPI. Rounding to the nearest pound have meant the average increase is 3.1%.
- 2.8.20 The hourly charge for the business support service is to be increased by 2.8% (RPI plus rounding).
- 2.8.21 The Council's Trading Standard service offers a Trading Standards Approval scheme called 'Buy With Confidence' (BWC). This is a discretionary service which is also delivered by other Local Authorities Trading Standard Services. These charges are currently two-tier in nature, with the higher fees applying to customers who have joined the BWC after April 2016. All fees will increase by RPI and rounded.

- 2.8.22 The advertising charges for each edition of the BWC directory have been increased by an average of 2.7% - this was based on an RPI increase plus rounding to the nearest pound (excluding VAT).
- 2.8.23 After reviewing the work carried out it is the intention to increase the fee for carrying out licence variations by 2.8% (£2.40).
- 2.8.24 The Trading Standards service also has a number of statutory charges, set by Health and Safety and Nuclear Fees Regulations (2012) concerning inspection of petroleum storage, explosives storage and the sale of fireworks and as such Council will continue to follow these national regulations.

Waste

- 2.8.25 District and Borough Councils have discretion to provide a waste collection service to local business and recover reasonable costs. In doing so, they are in competition with commercial providers. Most district Councils who offer this service do so with the benefits of the fixed assets to provide household collection already in place. The Council is the waste disposal authority and has a statutory obligation to arrange for commercial waste disposal collected by District Councils (but not by commercial providers who must pay market rates for disposal). The Council recharges the District Councils for the disposal element of the service, and this should, to avoid subsidy, also be recovered in the price paid by commercial customers. As such the charges for trade waste disposal are proposed to increase for 2020-21 by RPI with some minor increases above this for rounding purposes.
- 2.8.26 The exception to this RPI increase is the disposal of Motor Vehicle Tyres. It is proposed that an increase of 25.2% (£1.00) be applied. Whilst this is a higher than RPI increase this is a fee that has remained static for a number of years mainly due to the cost of implementing the change (Signage) and the additional income that would be received.

Energy

- 2.8.27 The SLA for the Schools Energy Management Service will be increased in line with RPI. However, the Fee charged for the School Display Energy Certificate is proposed to increase. The County Council's previous contract for display electricity certificates expired in 2019/20 after three years of below RPI increases. A procurement of the new contract has led to a price increase of 12.2% which reflects the current cost of providing the service.

Factors taken into account

3. Consultation

- 3.1 There are no relevant public or user consultations, but proposals have been discussed with Council stakeholders including Budget holders and Heads of departments.

4. Financial (revenue and capital) and Resource Implications

4.1 **Revenue consequences of proposal** – The proposals are aligned to generate income in line with the 2020-21 draft revenue budget and associated increases in relation to inflation. Whilst fees or charges are generally increasing, such increases are considered appropriate and for the most part in line with inflation and the cost in providing the service.

4.2 **Capital consequences** – There are no capital consequences of these changes.

4.3 **Human Resources, IT and Assets Impact** – It is anticipated that there are no implications within these categories. If subsequent implications are identified each service is comfortable that any requirements can be managed effectively and within existing budgets.

5. Legal Implications - Key legal considerations are set out in the report and have been taken account of in developing the proposals.

6. Risk Assessment Implications and Mitigations

6.1 The risk of public concern and the Council's reputation has been considered in developing the proposals, as has the risk of a reduced level of demand for discretionary services – particularly if there are viable alternative providers. Benchmarking comparisons, market analysis and an understanding of the cost of providing services have all been drawn on in developing proposals, and in considering risk. There is the potential that the changes will impact current income levels and reduce net budgets for services. This risk is considered manageable however, through any shortfalls of income being met from within the service, and furthermore the proposed delegations to Officers are also a risk mitigation measure.

7. Other Options Considered

7.1 In general terms, alternative options for increasing (or even reducing) various fees and charges by different amounts have been considered in developing these proposals, in context of seeking to achieve a better outcome for the Council and taking account of expected demand and other factors. The proposals are considered to reflect the optimum solution for 2020-21. Nonetheless, further review of charging policy, benchmarking and cost bases will be undertaken to inform future years, with the aim of identifying proposals to increase the Council's income generation opportunities.

8. Equality and Human Rights Assessment

8.1 The fees and charges review is designed to ensure that the costs of providing the services are at least covered (unless agreed otherwise). The costs of these discretionary services is therefore not inadvertently subsidised by the general Council tax payer. The decision to increase, maintain or reduce a fee or charge is exclusively based on the financial impact to the Council in providing for those services. The application of a consistent fee for each service, regardless of whether a user shares a

protected characteristic, ensures equality of access to the service for all users. Therefore, it is not considered necessary to undertake a full Equality Impact Assessment for these proposals.

9. Social Value and Sustainability Assessment

9.1 There are no specific Social value or Sustainability issues associated with this proposal.

10. Crime and Disorder Reduction Assessment

10.1 There are no specific implications associated with this proposal.

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Appendices

Appendix A

Background papers

None

Adult's Services Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Adult Services	Meeting space letting (1)	8.10	Small Room/Hour	8.29	Exempt (0%)	8.29	2.4%	Cost Recovery
Adult Services	Meeting space letting (1)	10.73	Medium Room/Hour	10.99	Exempt (0%)	10.99	2.4%	Cost Recovery
Adult Services	Meeting space letting (1)	13.58	Large Room/Hour	13.91	Exempt (0%)	13.91	2.4%	Cost Recovery
Adult Services	Care Act 2014: support brokerage	172.26	One off discretionary fee	176.39	Non-business (0%)	176.39	2.4%	Cost Recovery
Adult Services	Care Act 2014: support brokerage	172.26	Review request	176.39	Non-business (0%)	176.39	2.4%	Cost Recovery
Adult Services	Care Act 2014: support brokerage	5.53	Weekly admin fee	5.66	Non-business (0%)	5.66	2.4%	Cost Recovery
Adult Services	Care Act 2014: deferred payment agreements	546.30	set-up one-off fee	559.41	Non-business (0%)	559.41	2.4%	Cost Recovery
Adult Services	Care Act 2014: deferred payment agreements	275.83	one-off fee	282.45	Non-business (0%)	282.45	2.4%	Cost Recovery
Adult Services	Care Act 2014: deferred payment agreements	7.89	Weekly admin fee	8.08	Non-business (0%)	8.08	2.4%	Cost Recovery

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Adult Services	Transport to Day Services (2)	5.90	Return trip per day	6.04	Non-business (0%)	6.04	2.4%	Subsidised

- (1) Meeting space Letting; the full charge only applies when the use of the room is unrelated to Adult Services. If use is mixed including Adults' services, then the charge is set at 50%
- (2) This charge forms part of a social care customer's personal budget if using an in-house day service. This does not generate any income to the County Council.

Adult's Services Fees and Charges (Statutory Fees)

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	VAT Type	Type of charge
Blue Badge (Disabled Parking) Scheme - Transport	Blue Badge (Disabled Parking) Scheme - Transport	10.00	Fee upon successful application	Outside scope (0%)	Statutory

Coroner’s Service Fees and Charges (Statutory Fees)

Fee or Charge	2019-20 Fee or Charge (£)	Per what?	VAT Type	Type of charge
Fee for transcription of an inquest hearing	6.20	Copy consisting of 360 words or less	Outside scope (0%)	Statutory
Fee for transcription of an inquest hearing	13.10	Copy consisting of between 361 and 1439 words inclusive	Outside scope (0%)	Statutory
Fee for transcription of an inquest hearing	0.70	70p for each additional 72 words over 1440 words	Outside scope (0%)	Statutory
Fee for disclosure of a document to an interested party after an inquest	5.00	Document of 10 pages or less	Outside scope (0%)	Statutory
Fee for disclosure of a document to an interested party after an inquest	0.50	Each subsequent page	Outside scope (0%)	Statutory
Fee for disclosure of a document to an interested party after an inquest	5.00	document disclosed in any medium other than paper	Outside scope (0%)	Statutory

Children’s Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge inc VAT (£)	% Increase	Type of charge
Nursery Fees / Playgroup	One 2-year-old child - Nursery Fees / Playgroup	4.76	Hour	4.90	Exempt (0%)	4.90	2.9%	Cost Recovery
Nursery Fees / Playgroup	One 3 or 4-year-old - Nursery Fees / Playgroup	4.64	Hour	4.78	Exempt (0%)	4.78	3.0%	Cost Recovery
Early years providers - Training subscriptions	Early years providers - Training. Bronze bundle - 13 tokens	160.00	Setting	164.00	Exempt (0%)	164.00	2.5%	Cost Recovery
Early years providers - Training subscriptions	Early years providers - Training. Silver Bundle - 30 tokens	350.00	Setting	358.00	Exempt (0%)	358.00	2.3%	Cost Recovery
Early years providers - Training subscriptions	Early years providers - Training. Gold Bundle - 60 tokens	550.00	Setting	563.00	Exempt (0%)	563.00	2.4%	Cost Recovery
Early years providers - Training course fee	Early years providers - Training. Childminder	20.00	Full Day course	20.50	Exempt (0%)	20.50	2.5%	Cost Recovery
Early years providers - Training course fee	Early years providers - Training. Childminder	15.00	Half day course	15.50	Exempt (0%)	15.50	3.3%	Cost Recovery
Early years providers - Training online course	Early years providers - Training. Online courses bundle - 5 logins	25.00	Bundle	25.50	Exempt (0%)	25.50	2.0%	Cost Recovery
Early years providers - Training online course	Early years providers - Training. Online course - 1 login	10.00	Course	10.50	Exempt (0%)	10.50	5.0%	Cost Recovery

Children’s Statutory Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (£)	Per what?	VAT Type	Type of charge
Adoption	Inter- authority adoption fee - one child	27,000.00	Adoption placement	Outside scope (0%)	Statutory
Adoption	Inter- authority adoption fee - two siblings placed together	43,000.00	Adoption placement	Outside scope (0%)	Statutory
Adoption	Inter- authority adoption fee - three siblings placed together	60,000.00	Adoption placement	Outside scope (0%)	Statutory
Adoption	Inter- authority adoption fee - four siblings placed together	68,000.00	Adoption placement	Outside scope (0%)	Statutory
Adoption	Inter- authority adoption fee - five siblings placed together	80,000.00	Adoption placement	Outside scope (0%)	Statutory
Fostering	Fostering Charges	In line with Families for Children IFA Rates.	Child	Outside scope (0%)	Statutory

Finance Fees and Charges

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Schools Financial Services	Schools Financial Services SLA - Section 8 charges. Secondary School	832.00	school, per annum	852.00	Non-business (0%)	852.00	2.4%	Cost Recovery
Schools Financial Services	Schools Financial Services SLA - Section 8 charges. Primary & Nursery School	1,172.00	school, per annum	1,200.00	Non-business (0%)	1,200.00	2.4%	Cost Recovery
Schools Financial Services	Schools Financial Services SLA - Section 8 charges. Special School	1,172.00	school, per annum	1,200.00	Non-business (0%)	1,200.00	2.4%	Cost Recovery
Schools Financial Services	Schools Financial Services - Level 3 services. Year-end financial closedown	141.00	Fixed (3 hours)	144.00	Non-business (0%)	144.00	2.1%	Cost Recovery
Legal	West Sussex Transit Site Plot rental (9 plots)	77.00	Week	77.00	Non-business (0%)	77.00	0.0%	Subsidised
Schools Financial Services	Schools Financial Services - Level 3 services. Sick and absent bursar cover	52.00	hour	Withdrawn and replaced with Pre-booked visits to schools				
Schools Financial Services	Schools Financial Services - Level 3 services. Ad hoc visit	68.00	hour	Withdrawn and replaced with Pre-booked visits to schools				
Schools Financial Services	Schools Financial Services - Level 3 services. Pre-booked peripatetic bursar accounts check	230.00	day (5 hours)	Withdrawn as no longer applicable				
Schools Financial Services	Schools Financial Services - Level 3 services. Pre-booked peripatetic bursar budget prep	230.00	day (5 hours)	Withdrawn as no longer applicable				

Appendix A

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Schools Financial Services	Schools Financial Services - Level 3 services. SIMS/FMS onsite training	68.00	hour	Withdrawn and replaced with Pre-booked visits to schools				
Schools Financial Services	Schools Financial Services - Level 3 services. Pre-booked peripatetic bursar – (visit or dial up) Accounts check (half day)	125.00	Half day	Withdrawn and replaced with Pre-booked visits to schools				
Schools Financial Services	Schools Financial Services - Level 3 services. Pre-booked peripatetic bursar – (visit or dial up) Budget Preparation (half day)	125.00	Half day	Withdrawn and replaced with Pre-booked visits to schools				
Schools Financial Services	Pre-booked visits to schools	New	Hours	130.00	Non-business (0%)	130.00	New	Cost Recovery
Schools Financial Services	Pre-booked dial-ups to schools	New	Hour	36.00	Non-business (0%)	36.00	New	Cost Recovery
Schools Financial Services	Training events/workshops	New	Person	50.00	Non-business (0%)	50.00	New	Cost Recovery
Schools Financial Services	Training events/workshops	New	Person	80.00	Non-business (0%)	80.00	New	Cost Recovery
Finance	Capital & infrastructure Property, Leases and Rents	Various	Lease	Various	Various	Various	2.4%	Cost Recovery
West Sussex Connections	Advertising - Option 1 388mm H x 297mm W (full page)	6,554.40	Issue	5,462.00	Standard	6,554.40	0.0%	Cost Recovery

Appendix A

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
West Sussex Connections	Advertising - Option 2 404mm H x 300mm W (back page)	6,554.40	Issue	5,462.00	Standard	6,554.40	0.0%	Cost Recovery
West Sussex Connections	Advertising - Option 3 140mm H x 274mm W	2684.40	Issue	2,237.00	Standard	2,684.40	0.0%	Cost Recovery
West Sussex Connections	Advertising - Option 4 140mm H x 180mm W	1,814.40	Issue	1,512.00	Standard	1,814.40	0.0%	Cost Recovery
West Sussex Connections	Advertising - Option 5 140mm H x 88mm W	914.40	Issue	762.00	Standard	914.40	0.0%	Cost Recovery
West Sussex Connections	Advertising - Option 6 Event lineage (max 30 words)	78.00	Issue	65.00	Standard	78.00	0.0%	Cost Recovery
Taste West Sussex	Advertising - Back cover - (216mm w x 266mm h)	1,281.60	Issue	1,068.00	Standard	1,281.60	0.0%	Cost Recovery
Taste West Sussex	Advertising - Inside back cover - (216mm w x 266mm h)	1,159.20	Issue	966.00	Standard	1,159.20	0.0%	Cost Recovery
Taste West Sussex	Advertising - Inside front cover - (216mm w x 266mm h)	1,190.40	Issue	992.00	Standard	1,190.40	0.0%	Cost Recovery
Taste West Sussex	Advertising - Full page - (216mm w x 266mm h)	1,006.80	Issue	839.00	Standard	1,006.80	0.0%	Cost Recovery
Taste West Sussex	Advertising - Half page - (182mm w x 114mm h)	549.60	Issue	458.00	Standard	549.60	0.0%	Cost Recovery
Taste West Sussex	Advertising - Quarter page - (89mm w x 114mm h)	304.80	Issue	254.00	Standard	304.80	0.0%	Cost Recovery
Taste West Sussex	Advertising - Eighth page - (89mm w x 55mm h)	183.60	Issue	153.00	Standard	183.60	0.0%	Cost Recovery

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Finance Fees and Charges Statutory Fees

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	VAT Type	Type of charge
Finance	FAS -Category I Court making an order appointing a deputy for property and affairs	£745	Client	Outside scope (0%)	Statutory
Finance	FAS - Category II Annual management fee where the net assets of a person under deputyship are below £16,000, must not exceed 3% of that person's net assets on the anniversary of the court order appointing the local authority as deputy. Annual management fee for a public authority deputy (property and affairs) First Year	£775.00 or 3.5% of the client's net assets if the net assets are below	Client	Outside scope (0%)	Statutory
Finance	FAS - Category II Annual management fee where the net assets of a person under deputyship are below £16,000, must not exceed 3% of that person's net assets on the anniversary of the court order appointing the local authority as deputy. Annual management fee for a public authority deputy (property and affairs) Second and Subsequent Years	£650.00 or 3.5% of the client's net assets if the net assets are below £16,000	Client	Outside scope (0%)	Statutory
Finance	Category II Annual management fee for a public authority deputy (health and welfare): taken by the local authority and not exceeding 2.5% of the person's net assets on the anniversary of the court order appointing the local authority as deputy (up to a maximum of £555).	lower of 2.5% of the person's net assets or £555.00	Client	Outside scope (0%)	Statutory
Finance	Category III Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc or the ongoing maintenance of property including management and letting of a rental property or properties where the client is a tenant.	300.00	Client	Outside scope (0%)	Statutory
Finance	FAS - Category IV Preparation and lodgement of an annual report or account to the Public Guardian	216.00	Client	Outside scope (0%)	Statutory
Finance	FAS - Category V Preparation of a Basic HMRC income tax return (bank or NS&I interest and taxable benefits)	70.00	Return	Outside scope (0%)	Statutory
Finance	FAS -Category V Preparation of a Complex HMRC income tax return (bank or NS&I interest, taxable benefits, small investment portfolio)	140.00	Return	Outside scope (0%)	Statutory

Property Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service - Nursery	1,354.00	SLA	1,387.00	Non-business (0%)	1,387.00	2.4%	Cost Recovery
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service - Nursery Number On Roll	3.92	SLA	4.00	Non-business (0%)	4.00	2.0%	Cost Recovery
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service - Primary	1,354.00	SLA	1387.00	Non-business (0%)	1,387.00	2.4%	Cost Recovery
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service- Primary Number On Roll	3.92	SLA	4.00	Non-business (0%)	4.00	2.0%	Cost Recovery
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service - Primary Academy	1,624.80	SLA	1387.00	Standard	1,664.40	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service - Primary Academy Number On Roll	4.70	SLA	4.00	Standard	4.80	2.0%	Cost Recovery
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service - Secondary	1,776.00	SLA	1819.00	Non-business (0%)	1,819.00	2.4%	Cost Recovery
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service - Secondary Number on Roll	3.03	SLA	3.10	Non-business (0%)	3.10	2.3%	Cost Recovery
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service- Secondary Academy	2,131.20	SLA	1819.00	Standard	2,182.80	2.4%	Cost Recovery
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service - Secondary Academy Number on Roll	3.64	SLA	3.10	Standard	3.72	2.3%	Cost Recovery
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service - Special Schools	1,476.00	SLA	1512.00	Non-business (0%)	1,512.00	2.4%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service - Special Schools Number on Roll	3.32	SLA	3.40	Non-business (0%)	3.40	2.4%	Cost Recovery
Facilities Management	Schools SLA's (Building and Surveying) and Supplies Service- PRU	1,600.00	SLA	1,639.00	Non-business (0%)	1,639.00	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Caretaking and Premises) - Nursery	567.00	SLA	580.80	Non-business (0%)	580.80	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Caretaking and Premises) - Primary	567.00	SLA	580.80	Non-business (0%)	580.80	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Caretaking and Premises) - Primary Academy	680.40	SLA	580.80	Standard	696.96	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Caretaking and Premises) - Secondary	1,022.00	SLA	1,047.00	Non-business (0%)	1,047.00	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Caretaking and Premises) - Secondary Academy	1,226.40	SLA	1047.00	Standard	1,256.40	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Caretaking and Premises)- Special Schools	604.00	SLA	618.70	Non-business (0%)	618.70	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Caretaking and Premises)- PRU	604.00	SLA	618.70	Non-business (0%)	618.70	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Ground Maintenance) - Nursery	331.00	SLA	339.00	Non-business (0%)	339.00	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Ground Maintenance) - Primary	331.00	SLA	339.00	Non-business (0%)	339.00	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Ground Maintenance) - Primary Academy	397.20	SLA	339.00	Standard	406.80	2.4%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Facilities Management	Schools SLA's and Supplies Service (Ground Maintenance) - Secondary	499.00	SLA	511.00	Non-business (0%)	511.00	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Ground Maintenance) - Secondary Academy	598.80	SLA	511.00	Standard	613.20	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Ground Maintenance) - Special Schools	418.00	SLA	428.20	Non-business (0%)	428.20	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Ground Maintenance) - PRU	418.00	SLA	428.20	Non-business (0%)	428.20	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Supplies) - Nursery	418.00	SLA	428.20	Non-business (0%)	428.20	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Supplies) - Primary	418.00	SLA	428.20	Non-business (0%)	428.20	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Supplies) - Primary Academy	501.60	SLA	428.20	Standard	513.84	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Supplies) - Secondary	418.00	SLA	428.20	Non-business (0%)	428.20	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Supplies)- Secondary Academy	501.60	SLA	428.20	Standard	513.84	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Supplies) - Special Schools	418.00	SLA	428.20	Non-business (0%)	428.20	2.4%	Cost Recovery
Facilities Management	Schools SLA's and Supplies Service (Supplies) - PRU	418.00	SLA	428.20	Non-business (0%)	428.20	2.4%	Cost Recovery

Agenda Item 11

Education and Skills Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Education & Skills	SLA With Schools - Governor Services: training and support for school governing bodies	1,054.00	Lump sum based on total pupil numbers: <150 pupils	1,079.00	Exempt (0%)	1,079.00	2.4%	Cost Recovery
Education & Skills	SLA With Schools - Governor Services: training and support for school governing bodies	1158.00	Lump sum based on total pupil numbers: =>150 <500 pupils	1,186.00	Exempt (0%)	1,186.00	2.4%	Cost Recovery
Education & Skills	SLA With Schools - Governor Services: training and support for school governing bodies	1,373.00	Lump sum based on total pupil numbers: =>500 <850 pupils	1,406.00	Exempt (0%)	1,406.00	2.4%	Cost Recovery
Education & Skills	SLA With Schools - Governor Services: training and support for school governing bodies	1,478.00	Lump sum based on total pupil numbers: =>850 pupils	1,513.00	Exempt (0%)	1,513.00	2.4%	Cost Recovery
Education & Skills	SLA With Schools - Outdoor Education: Charge to academies, FE colleges etc	1.40	pupil	1.43	Exempt (0%)	1.43	2.1%	Cost Recovery
Education & Skills	SLA With Schools - Free School Meals	N/A	N/A	N/A	Exempt (0%)	N/A	2.4%	Cost Recovery
Education & Skills	SLA With Schools - Special School Meals	N/A	N/A	N/A	Exempt (0%)	N/A	2.4%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Secondary School Teacher	21.00	weighted pupil no.	21.50	Non-business (0%)	21.50	2.4%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Primary School Teacher	35.00	weighted pupil no.	36.00	Non-business (0%)	36.00	2.9%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Nursery, planned places - Teacher	91.00	weighted pupil no.	93.00	Non-business (0%)	93.00	2.2%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Nursery, planned places - Other	46.00	weighted pupil no.	47.00	Non-business (0%)	47.00	2.2%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Caretaker / Bursar	247.00	Flat rate, pro-rated for hours	253.00	Non-business (0%)	253.00	2.4%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Nursery Nurse	197.00	Flat rate, pro-rated for hours	202.00	Non-business (0%)	202.00	2.5%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Special School Teachers	106.00	weighted pupil no.	109.00	Non-business (0%)	109.00	2.8%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Special Nursery Nurses	46.00	weighted pupil no.	47.00	Non-business (0%)	47.00	2.2%	Cost Recovery
Education & Skills	Schools Financial Services Sickness Maternity Scheme -Special Caretaker / Bursar	672.00	Flat rate, pro-rated for hours	688.00	Non-business (0%)	688.00	2.4%	Cost Recovery
Education & Skills	Home to School Transport - Primary school children living within walking distance	224.00	year	245.00	Non-business (0%)	245.00	9.4%	Cost Recovery
Education & Skills	Home to School Transport - Primary school children living beyond walking distance	256.00	year	280.00	Non-business (0%)	280.00	9.4%	Cost Recovery
Education & Skills	Home to School Transport - Secondary school children living within walking distance	344.00	year	371.00	Non-business (0%)	371.00	7.8%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Education & Skills	Home to School Transport - Secondary school children living beyond walking distance	387.00	year	420.00	Non-business (0%)	420.00	8.5%	Cost Recovery
Education & Skills	Home to School Transport - Post 16 students (concessionary and SEN)	630.00	year	644.00	Non-business (0%)	644.00	2.2%	Cost Recovery
Education & Skills	SLA with Schools - Education Psychology and behaviour	450.00	Full day course	550.00	Non-business (0%)	550.00	22.2%	Cost Recovery
Education & Skills	SLA With Schools - Education Psychology and behaviour	225.00	half day course	275.00	Non-business (0%)	275.00	22.2%	Cost Recovery
Education & Skills	SLA With Schools - Charges to schools for statutory induction for Newly Qualified Teachers (NQTs)	309.00	NQT FTE	309.00	Exempt (0%)	309.00	0.0%	Cost Recovery
Education & Skills	Charges to Schools for services provided in converting to academy status	8,000.00	School	8,000.00	Exempt (0%)	8,000.00	0.0%	Cost Recovery

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Education & Skills	Martlets (Catering)	Various	Various		Standard	0.00	2.4%	Cost Recovery

Education and Skills Statutory Fees and Charges

Service	Fee or Charge	Current Fee	Per what?	VAT Type	Type of charge
Education & Skills	SLA With Schools -Subscriptions: Charges to schools and academies for subscriptions for pupil data analyses to support school improvement planning	£30 school rate + £0.51 per pupil	Lump sum according to school size plus sum per pupil: Infant/First (YrR to Yr3 & YrR to Yr5)	LA Schools - Outside scope (0%) Academies -Standard Rating (20%)	Statutory
Education & Skills	SLA With Schools -Subscriptions: Charges to schools and academies for subscriptions for pupil data analyses to support school improvement planning	Various	Lump sum according to school size plus sum per pupil: Primary, Middle, First & Middle, Junior < 100 pupils	LA Schools - Outside scope (0%) Academies -Standard Rating (20%)	Statutory
Education & Skills	SLA With Schools -Subscriptions: Charges to schools and academies for subscriptions for pupil data analyses to support school improvement planning	£45 school rate + £0.51 per pupil	Lump sum according to school size plus sum per pupil: Primary, Middle, First & Middle, Junior, Intermediate >100 pupils	LA Schools - Outside scope (0%) Academies -Standard Rating (20%)	Statutory
Education & Skills	SLA With Schools -Subscriptions: Charges to schools and academies for subscriptions for pupil data analyses to support school improvement planning	£2.36 per statemented pupil	Lump sum according to school size plus sum per pupil: Special schools	LA Schools - Outside scope (0%) Academies -Standard Rating (20%)	Statutory
Education & Skills	Fixed Penalty Notice. Charge to Parents for unauthorised absence from School - if paid after 21 days of issue	120.00	parent per child per absence	LA Schools - Outside scope (0%) Academies -Standard Rating (20%)	Statutory
Education & Skills	Fixed Penalty Notice. Charge to Parents for unauthorised absence from School - if paid within 21 days of issue	60.00	parent per child per absence	LA Schools - Outside scope (0%) Academies -Standard Rating (20%)	Statutory

Legal Services Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Legal	Fee to copy a Common Land or Town or Village Green register entry	23.00	Copy	23.55	Non-business (0%)	23.55	2.4%	Cost Recovery
Legal	Fee for the supply of a definitive map/statement extract	11.00	Copy	11.26	Non-business (0%)	11.26	2.4%	Cost Recovery
Legal	Fee for copy orders/agreements	6.00	Copy	6.15	Non-business (0%)	6.15	2.5%	Cost Recovery
Legal	Fee for other copying – in accordance with the Record Office’s current scale of charges	1.00	Copy	1.03	Non-business (0%)	1.03	3.0%	Cost Recovery
Legal	Fee to process a Highways or CROW Act landowner deposit	393.00	Deposit	402.43	Non-business (0%)	402.43	2.4%	Cost Recovery
Legal	Fee to process a corrective application made under the Commons Act 2006	827.00	Course	846.85	Non-business (0%)	846.85	2.4%	Cost Recovery
Legal	Legal agreements linked to S106 contributions	192.00	Hour	196.61	Non-business (0%)	196.61	2.4%	Cost Recovery

Fire Service Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Special Services	Major appliance/Large vehicle & crew	318.24	Hour	345.00	Standard	414.00	30.1%	Cost Recovery
Special Services	Major appliance/Small vehicle & crew	159.24	Hour	295.00	Standard	354.00	122.3%	Cost Recovery
Special Services	Pumping Appliance	263.40	Hour	230.00	Standard	276.00	4.8%	Cost Recovery
Special Services	Small Vehicle (e.g. 4wd)	198.96	Hour	225.00	Standard	270.00	35.7%	Cost Recovery
Special Services	Testing of Dry Riser	359.28	Test	299.40	Standard	359.28	0.0%	Cost Recovery
Special Services	Copy of Fire Report	66.36	Report	90.00	Standard	108.00	62.7%	Cost Recovery
Special Services	Fire Investigation Interview	157.68	Hour	135.00	Standard	162.00	2.7%	Cost Recovery
Special Services	Fire Investigation Report (standard)	512.40	Report	437.25	Standard	524.70	2.4%	Cost Recovery
Special Services	Labour - First hour or part thereof	67.10	Hour	Various	Standard	Various	Various	Cost Recovery
Special Services	Labour - Each subsequent 1/2 hour	36.20	Half Hour	Various	Standard	Various	Various	Cost Recovery
Special Services	Event Charges	Various	Hour	350.00	Standard	420.00	N/A	Cost Recovery
Special Services	Replace post & plate and remove existing	105.24	Each	Withdrawn as no longer required				
Special Services	False spindle 1" (25mm)	19.08	Each	Withdrawn as no longer required				
Special Services	False spindle 1 1/2" (32mm)	26.40	Each	Withdrawn as no longer required				
Special Services	Supply Only Hydrant Post	39.48	Each	Withdrawn as no longer required				
Special Services	Supply Only Hydrant Plate	15.84	Each	Withdrawn as no longer required				
Special Services	Supply Only Hydrant Bracket	5.28	Each	Withdrawn as no longer required				
Special Services	Supply Frame & Cover	78.84	Each	Withdrawn as no longer required				
Special Services	Supply Carsnite Yellow Post	32.88	Each	Withdrawn as no longer required				
Special Services	Supply Blank Cap	26.28	Each	Withdrawn as no longer required				
Special Services	Loan of Salvage Sheets	18.96	Day	Withdrawn as no longer required				
Special Services	Loan of Salvage Sheets	94.92	Salvage Sheets	Withdrawn as no longer required				
Special Services	Copy of Fire Report	70.92	Report	Withdrawn as charge standardised as a single charge				
Special Services	Pumping Appliance	135.36	Hour	Withdrawn as charge standardised as a single charge				
Special Services	Loan of Fire Investigation Unit	268.56	To FRS only	Withdrawn as no longer required				

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Commercial Training	Open Course Training - Fire Safety - various	125.00	Exempt (0%)	125.00	Exempt (0%)	125.00	0.0%	Cost Recovery
Commercial Training	On-Site Training - Fire Safety Awareness	350.00	Course	350.00	Exempt (0%)	125.00	0.0%	Cost Recovery
Commercial Training	On-Site Training - Fire Extinguisher	440.00	Course	440.00	Exempt (0%)	350.00	0.0%	Cost Recovery
Commercial Training	On-Site Training - Fire Warden	585.00	Course	585.00	Exempt (0%)	440.00	0.0%	Cost Recovery
Commercial Training	On-Site Training - Manual Handling	585.00	Course	585.00	Exempt (0%)	585.00	0.0%	Cost Recovery
Commercial Training	On-Site Training - Management of Fire Risk	585.00	Course	585.00	Exempt (0%)	585.00	0.0%	Cost Recovery
Commercial Training	Fire Extinguisher maintenance	Various	Extinguisher	Various	Exempt (0%)	585.00	0.0%	Cost Recovery

Records Office Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Records Office	Publication fees for film and TV	62.00	photograph	53.33	Standard	64.00	3.2%	Cost Recovery
Records Office	Room Hire of Work Room (up to 12 people)	83.00	full day	84.00	Exempt (0%)	84.00	1.2%	Cost Recovery
Records Office	Publication fees for Garland photos UK rights	26.00	image	22.50	Standard	27.00	3.8%	Cost Recovery
Records Office	Publication fees for Garland photos world rights	52.00	image	45.00	Standard	54.00	3.9%	Cost Recovery
Records Office	Publication fee in books with print run of 1-1000	6.50	photograph	5.83	Standard	7.00	7.6%	Cost Recovery
Records Office	Publication fee in books with print run of 1001-3000	13.00	photograph	11.67	Standard	14.00	7.8%	Cost Recovery
Records Office	Publication fee in books with print run of 3001-5000	19.00	photograph	17.50	Standard	21.00	10.5%	Cost Recovery
Records Office	Publication fee in books with print run of 5001 and over	25.00	photograph	23.33	Standard	28.00	12.0%	Cost Recovery
Records Office	Publication fees for national media/periodicals	25.00	photograph	22.50	Standard	27.00	8.0%	Cost Recovery
Records Office	Record Office 'surgeries'	40.00	hour	34.17	Standard	41.00	2.5%	Cost Recovery
Records Office	Publication fees for other commercial publications	37.00	photograph	31.67	Standard	38.00	2.7%	Cost Recovery
Records Office	Publication fees for local media	6.50	photograph	5.83	Standard	7.00	7.6%	Cost Recovery
Records Office	Publication fees for Eric Gill Collection	11.00	item	9.58	Standard	11.50	4.5%	Cost Recovery
Records Office	Scanned image and print A3	22.00	sheet	19.17	Standard	23.00	4.6%	Cost Recovery
Records Office	Scanned image and print A3-A1	44.00	sheet	38.33	Standard	46.00	4.5%	Cost Recovery
Records Office	Scanned image and print A4	11.00	sheet	9.58	Standard	11.50	4.5%	Cost Recovery
Records Office	Supply of scanned image - A3-A0	28.00	sheet	25.00	Standard	30.00	7.2%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Records Office	Supply of scanned image - A4-A3	14.00	sheet	12.50	Standard	15.00	7.1%	Cost Recovery
Records Office	Supply of scanned image - up to A4	7.00	sheet	6.25	Standard	7.50	7.2%	Cost Recovery
Records Office	Car Parking - full day	7.50	Day	6.25	Standard	7.50	0.0%	Cost Recovery
Records Office	Car Parking - half day	3.75	Half day	3.13	Standard	3.75	0.0%	Cost Recovery
Records Office	Daytime tours of Record Office	36.00	tour	36.00	Exempt (0%)	36.00	0.0%	Cost Recovery
Records Office	Genealogical Research Fees	36.00	tour	30.00	Standard	36.00	0.0%	Cost Recovery
Records Office	Other searches	36.00	hour	30.00	Standard	36.00	0.0%	Cost Recovery
Records Office	Orders by Post (up to 3 colour copies)	8.50	Up to 3 sheets	7.08	Standard	8.50	0.0%	Cost Recovery
Records Office	Orders by Post (up to 5 copies)	6.50	Up to 5 sheets	5.42	Standard	6.50	0.0%	Cost Recovery
Records Office	Evening tours of Record Office	67.00	tour	67.00	Exempt (0%)	67.00	0.0%	Cost Recovery
Records Office	Out of office talks	67.00	talk	55.83	Standard	67.00	0.0%	Cost Recovery
Records Office	Short Research Fee	18.00	30mins	15.00	Standard	18.00	0.0%	Cost Recovery
Records Office	Evening talks at the Record Office	8.00	person	6.67	Standard	8.00	0.0%	Cost Recovery
Records Office	Self-service microform copying	0.45	sheet	0.38	Standard	0.45	0.0%	Cost Recovery
Records Office	Self-service printing from computer	0.45	sheet	0.38	Standard	0.45	0.0%	Cost Recovery
Records Office	A3 and A4 photocopies	0.60	sheet	0.50	Standard	0.60	0.0%	Cost Recovery
Records Office	Coffee Time Sessions	7.50	person	7.50	Exempt (0%)	7.50	0.0%	Cost Recovery
Records Office	Photocopies - A3 colour	3.00	sheet	2.50	Standard	3.00	0.0%	Cost Recovery
Records Office	Photocopies - A4 colour	1.50	sheet	1.25	Standard	1.50	0.0%	Cost Recovery
Records Office	Room Hire of Work Room (up to 12 people)	42.00	half day	42.00	Exempt (0%)	42.00	0.0%	Cost Recovery
Records Office	Certified copies of documents	14.00	Document	11.67	Standard	14.00	0.0%	Cost Recovery
Records Office	DIY Photography in search room	12.00	day	10.00	Standard	12.00	0.0%	Cost Recovery
Records Office	Microfilming - additional charge per frame	3.00	film	2.50	Withdrawn as service no longer provided			
Records Office	Microfilming - per film	62.00	film	51.67	Withdrawn as service no longer provided			

Libraries Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Libraries	Audiobooks (up to 8 cassettes/CDs)	1.40	3 weeks	1.45	Non-business (0%)	1.45	3.6%	Cost Recovery
Libraries	Audiobooks (9+ cassettes/CDs)	2.80	3 weeks	2.90	Non-business (0%)	2.90	3.6%	Cost Recovery
Libraries	Audiobooks (Playaway - digital audio)	2.80	3 weeks	2.90	Non-business (0%)	2.90	3.6%	Cost Recovery
Libraries	Fax: to UK	1.96	Per page	1.67	Standard	2.00	2.5%	Cost Recovery
Libraries	Fax: to Europe	2.60	Per page	2.25	Standard	2.70	3.7%	Cost Recovery
Libraries	Fax: to Rest of World	3.20	Per page	2.83	Standard	3.40	6.0%	Cost Recovery
Libraries	Fax: receiving Fax	1.30	Per page	1.13	Standard	1.35	4.2%	Cost Recovery
Libraries	Public Access Computers: charge for non-members using PCs	1.70	Hour	1.67	Standard	2.00	17.6%	Cost Recovery
Libraries	Reservation Fees - books in West Sussex or partnership libraries	1.00	Item	1.00	Non-business (0%)	1.00	0.0%	Cost Recovery
Libraries	Reading groups - subscription	33.00	Year	27.50	Standard	33.00	0.0%	Cost Recovery
Libraries	CDs - pop	1.20	1 Week	Charge withdrawn as there is no genre differential applied				
Libraries	CDs - other	1.20	1 Week	1.20	Non-business (0%)	1.20	0.0%	Cost Recovery
Libraries	Membership card replacement	1.70	Card	1.75	Non-business (0%)	1.75	2.9%	Cost Recovery
Libraries	Overdue Charges (Administration charge for overdue letter)	1.70	Letter	1.75	Non-business (0%)	1.75	2.9%	Cost Recovery
Libraries	Reservation Fees - books reserved directly online	0.60	Item	0.60	Non-business (0%)	0.60	0.0%	Cost Recovery
Libraries	Reservation Fees - books from elsewhere	7.50	Item	7.50	Non-business (0%)	7.50	0.0%	Cost Recovery
Libraries	Reservation Fees - books from British Library	11.00	Item	11.00	Non-business (0%)	11.00	0.0%	Cost Recovery
Libraries	Overdue Charges (Star DVDs)	0.75	Day	0.75	Non-business (0%)	0.75	0.0%	Cost Recovery
Libraries	Overdue Charges (adult books)	0.25	Day	0.30	Non-business (0%)	0.30	20.0%	Cost Recovery
Libraries	Overdue Charges (audio books)	0.25	Day	0.30	Non-business (0%)	0.30	20.0%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Libraries	Overdue Charges (General DVDs)	0.60	Day	0.60	Non-business (0%)	0.60	0.0%	Cost Recovery
Libraries	Overdue Charges (music CDs)	0.25	Day	0.30	Non-business (0%)	0.30	20.0%	Cost Recovery
Libraries	DVDs (General)	2.00	1 Week	2.00	Non-business (0%)	2.00	0.0%	Cost Recovery
Libraries	DVDs (Star and Blu-Ray)	3.00	1 Week	3.00	Non-business (0%)	3.00	0.0%	Cost Recovery
Libraries	Exhibition Booking Fee	13.00	Per week, when items are for sale	13.50	Exempt (0%)	13.50	3.8%	Cost Recovery
Libraries	Photocopying - A4 black and white	0.10	Copy	0.13	Standard	0.15	56.3%	Cost Recovery
Libraries	Photocopying - A3 black and white	0.15	Copy	0.13	Standard	0.15	0.0%	Cost Recovery
Libraries	Photocopying - A4 colour	0.50	Copy	0.42	Standard	0.50	0.0%	Cost Recovery
Libraries	Photocopying - A3 colour	1.00	Copy	0.83	Standard	1.00	0.0%	Cost Recovery
Libraries	Printing: charge for Internet Prints - A4 Black and White	0.20	Page	0.17	Standard	0.20	0.0%	Cost Recovery
Libraries	Printing: charge for Internet Prints - A4 Colour	0.60	Page	0.50	Standard	0.60	0.0%	Cost Recovery
Libraries	Reference Research	18.00	half-hour, after initial free 30 mins	15.00	Standard	18.00	0.0%	Cost Recovery
Libraries	Lettings - Community Use	20.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lettings - SME Business	40.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lettings - Commercial Use	80.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lettings - Crawley Library Meeting Rooms - Community Use	24.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lettings - Crawley Library Meeting Rooms - SME Business Use	48.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lettings - Crawley Library Meeting Rooms - Commercial Use	96.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lettings - Longley Exhibition Room - Community Use	44.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lettings - Longley Exhibition Room - SME Business Use	88.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Libraries	Lettings - Longley Exhibition Room - Commercial Use	176.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lettings - Worthing Library Lecture Theatre - Community Use	44.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lettings - Worthing Library Lecture Theatre - SME Business Use	88.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lettings - Worthing Library Lecture Theatre - Commercial Use	176.00	2 hours	Charge withdrawn to reduce the charging rate to a single hour				
Libraries	Lost and damaged book - admin fee (in addition to replacement cost)	1.70	Book	1.75	Non-business (0%)	1.75	2.9%	Cost Recovery
Libraries	Lettings - Community Use	New	1 hour	20.00	Exempt (0%)	20.00	New	Cost Recovery
Libraries	Lettings - SME Business	New	1 hour	40.00	Exempt (0%)	40.00	New	Cost Recovery
Libraries	Lettings - Commercial Use	New	1 hour	80.00	Exempt (0%)	80.00	New	Cost Recovery
Libraries	Lettings - Crawley Library Meeting Rooms - Community Use	New	1 hour	24.00	Exempt (0%)	24.00	New	Cost Recovery
Libraries	Lettings - Crawley Library Meeting Rooms - SME Business Use	New	1 hour	48.00	Exempt (0%)	48.00	New	Cost Recovery
Libraries	Lettings - Crawley Library Meeting Rooms - Commercial Use	New	1 hour	96.00	Exempt (0%)	96.00	New	Cost Recovery
Libraries	Lettings - Longley Exhibition Room - Community Use	New	1 hour	44.00	Exempt (0%)	44.00	New	Cost Recovery
Libraries	Lettings - Longley Exhibition Room - SME Business Use	New	1 hour	88.00	Exempt (0%)	88.00	New	Cost Recovery
Libraries	Lettings - Longley Exhibition Room - Commercial Use	New	1 hour	176.00	Exempt (0%)	176.00	New	Cost Recovery
Libraries	Lettings - Worthing Library Lecture Theatre - Community Use	New	1 hour	44.00	Exempt (0%)	44.00	New	Cost Recovery
Libraries	Lettings - Worthing Library Lecture Theatre - SME Business Use	New	1 hour	88.00	Exempt (0%)	88.00	New	Cost Recovery
Libraries	Lettings - Worthing Library Lecture Theatre - Commercial Use	New	1 hour	176.00	Exempt (0%)	176.00	New	Cost Recovery

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Registrar's Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Citizenship ceremony	Individually organised Citizenship ceremony for one person at a registration office.	97.00	Ceremony	115.00	Non-business (0%)	115.00	18.6%	Cost Recovery
Citizenship ceremony	Individually organised Citizenship ceremony for a family at a registration office.	142.00	Family Ceremony	150.00	Non-business (0%)	150.00	5.6%	Cost Recovery
Citizenship ceremony	Individually organised Citizenship ceremony for one person at a registration office on a Saturday	107.00	Ceremony	130.00	Non-business (0%)	130.00	21.5%	Cost Recovery
Citizenship ceremony	Individually organised Citizenship ceremony for a family at a registration office on a Saturday	150.00	Family Ceremony	160.00	Non-business (0%)	160.00	6.7%	Cost Recovery
Non-Statutory Ceremonies	Fee for commemorative certificate	11.00	Certificate	9.17	Standard	11.00	0.0%	Cost Recovery
Additional fee for Notice of Marriage given on Saturdays	Additional administration fee for Notice Appointments requested on Saturdays. Added to reflect increased cost of delivery of a Saturday service	10.00	Notice	10.42	Standard	12.50	25.1%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat A room (e.g. Balcony, Chichester ceremony room) To register a marriage/ civil partnership	Monday - Thursday	236.40	Ceremony	217.00	Non-business (0%)	217.00	10.2%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Attendance of Registrars in a West Sussex Venue. Cat A room (e.g. Balcony, Chichester ceremony room) To register a marriage/ civil partnership	Friday	304.80	Ceremony	280.00	Non-business (0%)	280.00	10.2%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat A room (e.g. Balcony, Chichester ceremony room) To register a marriage/ civil partnership	Saturday / Sunday	338.40	Ceremony	310.00	Non-business (0%)	310.00	9.9%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat A room (e.g. Balcony, Chichester ceremony room) To register a marriage/ civil partnership	Public Holiday	440.40	Ceremony	404.00	Non-business (0%)	404.00	10.1%	Cost Recovery
Non statutory Ceremonies such as Baby naming & Renewal of vows in West Sussex Rooms (Cat A)	Monday - Thursday	197.00	Ceremony	181.00	Standard	217.00	10.3%	Cost Recovery
Non statutory Ceremonies such as Baby naming & Renewal of vows in West Sussex Rooms (Cat A)	Friday	254.00	Ceremony	233.00	Standard	280.00	10.1%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Non statutory Ceremonies such as Baby naming & Renewal of vows in West Sussex Rooms (Cat A)	Saturday / Sunday	282.00	Ceremony	258.00	Standard	310.00	9.8%	Cost Recovery
Non statutory Ceremonies such as Baby naming & Renewal of vows in West Sussex Rooms (Cat A)	Public Holiday	367.00	Ceremony	337.00	Standard	404.00	10.2%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat B room (e.g. Parlour, Henshall) To register a marriage/ civil partnership	Monday - Thursday	254.00	Ceremony	260.00	Non-business (0%)	260.00	2.4%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat B room (e.g. Parlour, Henshall) To register a marriage/ civil partnership	Friday	310.00	Ceremony	305.00	Non-business (0%)	305.00	2.3%	Cost Recovery
As above - VAT element				10.00	Standard	12.00		
Attendance of Registrars in a West Sussex Venue. Cat B room (e.g. Parlour, Henshall) To register a marriage/ civil partnership	Saturday / Sunday	367.00	Ceremony	351.00	Non-business (0%)	351.00	2.5%	Cost Recovery
As above - VAT element				20.83	Standard	25.00		

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Attendance of Registrars in a West Sussex Venue. Cat B room (e.g. Parlour, Henshall) To register a marriage/ civil partnership	Public Holiday	479.00	Ceremony	407.00	Non-business (0%)	407.00	2.3%	Cost Recovery
As above - VAT element				69.17	Standard	83.00		
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat B)	Monday - Thursday	254.00	Ceremony	217.00	Standard	260.00	2.5%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat B)	Friday	310.00	Ceremony	264.00	Standard	317.00	2.2%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat B)	Saturday / Sunday	367.00	Ceremony	313.00	Standard	376.00	2.3%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat B)	Public Holiday	479.00	Ceremony	408.00	Standard	490.00	2.2%	Cost Recovery
Attendance of Registrars in a West Sussex Venue. Cat C room (e.g. The Drawing Room) To register a marriage/ civil partnership	Monday - Thursday	444.00	Ceremony	305.00	Non-business (0%)	305.00	2.5%	Cost Recovery
As above - VAT element				125.00	Standard	150.00		

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Attendance of Registrars in a West Sussex Venue. Cat C room (e.g. The Drawing Room) To register a marriage/ civil partnership	Friday	493.00	Ceremony	305.00	Non-business (0%)	305.00	2.4%	Cost Recovery
As above - VAT element				166.67	Standard	200.00		
Attendance of Registrars in a West Sussex Venue. Cat C room (e.g. The Drawing Room) To register a marriage/ civil partnership	Saturday / Sunday	604.00	Ceremony	351.00	Non-business (0%)	351.00	2.3%	Cost Recovery
As above - VAT element				222.50	Standard	267.00		
Attendance of Registrars in a West Sussex Venue. Cat C room (e.g. The Drawing Room) To register a marriage/ civil partnership	Public Holiday	666.00	Ceremony	407.00	Non-business (0%)	407.00	2.4%	Cost Recovery
As above - VAT element				229.17	Standard	275.00		
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat C)	Monday - Thursday	444.00	Ceremony	379.00	Standard	455.00	2.4%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat C)	Friday	493.00	Ceremony	421.00	Standard	505.00	2.5%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat C)	Saturday / Sunday	604.00	Ceremony	515.00	Standard	618.00	2.3%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat C)	Public Holiday	666.00	Ceremony	568.00	Standard	682.00	2.3%	Cost Recovery
Attendance of Registrars in West Sussex Venue Cat C room (e.g. The Drawing Room)	Additional ceremony at venue already paying for one ceremony - i.e. baby naming	93.33	Additional ceremony	96.00	Standard	115.00	2.9%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat D)	Monday - Thursday	775.00	Ceremony	645.83	Standard	775.00	0.0%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat D)	Friday	826.00	Ceremony	688.33	Standard	826.00	0.0%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat D)	Saturday / Sunday	904.00	Ceremony	753.33	Standard	904.00	0.0%	Cost Recovery
Non statutory ceremonies such as Baby Naming & Renewal of vows in West Sussex Rooms (Cat D)	Public Holiday	981.00	Ceremony	817.50	Standard	981.00	0.0%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Attendance of Registrars in a West Sussex Venue. Cat D room (e.g. The Richmond Room Room) To register a marriage/ civil partnership	Monday - Thursday	775.00	Ceremony	305.00	Non-business (0%)	305.00	0.0%	Cost Recovery
As above - VAT element				391.67	Standard	470.00		
Attendance of Registrars in a West Sussex Venue. Cat D room (e.g. The Richmond Room Room) To register a marriage/ civil partnership	Friday	826.00	Ceremony	305.00	Non-business (0%)	305.00	0.0%	Cost Recovery
As above - VAT element				434.17	Standard	521.00		
Attendance of Registrars in a West Sussex Venue. Cat D room (e.g. The Richmond Room Room) To register a marriage/ civil partnership	Saturday / Sunday	904.00	Ceremony	351.00	Non-business (0%)	351.00	0.0%	Cost Recovery
As above - VAT element				460.83	Standard	553.00		
Attendance of Registrars in a West Sussex Venue. Cat D room (e.g. The Richmond Room Room) To register a marriage/ civil partnership	Public Holiday	981.00	Ceremony	407.00	Non-business (0%)	407.00	0.0%	Cost Recovery
As above - VAT element				478.33	Standard	574.00		

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Attendance of Registrars at an outside venue to register a marriage / civil partnership	Monday - Thursday	444.00	Ceremony	305.00	Non-business (0%)	305.00	2.5%	Cost Recovery
As above - VAT element				125.00	Standard	150.00		
Attendance of Registrars at an outside venue to register a marriage / civil partnership	Friday	493.00	Ceremony	305.00	Non-business (0%)	305.00	2.4%	Cost Recovery
As above - VAT element				166.67	Standard	200.00		
Attendance of Registrars at an outside venue to register a marriage / civil partnership	Saturday / Sunday	604.00	Ceremony	351.00	Non-business (0%)	351.00	2.3%	Cost Recovery
As above - VAT element				222.50	Standard	267.00		
Attendance of Registrars at an outside venue to register a marriage / civil partnership	Public Holiday	666.00	Ceremony	407.00	Non-business (0%)	407.00	2.4%	Cost Recovery
As above - VAT element				229.17	Standard	275.00		
Non-Statutory ceremonies such as Baby Naming & Renewal of vows at Outside Venues and non-licenced premises	Monday - Thursday	444.00	Ceremony	379.00	Standard	455.00	2.4%	Cost Recovery
Non-Statutory ceremonies such as Baby Naming & Renewal of vows at Outside Venues and non-licenced premises	Friday	492.00	Ceremony	421.00	Standard	505.00	2.7%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Non-Statutory ceremonies such as Baby Naming & Renewal of vows at Outside Venues and non-licenced premises	Saturday / Sunday	605.00	Ceremony	515.00	Standard	618.00	2.1%	Cost Recovery
Non-Statutory ceremonies such as Baby Naming & Renewal of vows at Outside Venues and non-licenced premises	Public Holiday	667.00	Ceremony	568.00	Standard	682.00	2.2%	Cost Recovery
Venue Licensing	Licence valid for three years for a venue to hold Marriages & CPs.	1,971.00	License	2,018.00	Non-business (0%)	2,018.00	2.4%	Cost Recovery
Licensing a Religious Building to hold civil partnerships	Licence valid for three years	1,971.00	License	2,018.00	Non-business (0%)	2,018.00	2.4%	Cost Recovery
Venue Licensing	Appeal against a refusal to grant a license.	394.00	Appeal	403.00	Non-business (0%)	403.00	2.3%	Cost Recovery
Licensing a Religious Building to hold civil partnerships	Appeal against a refusal to grant a license.	394.00	Appeal	403.00	Non-business (0%)	403.00	2.3%	Cost Recovery
Venue Licensing	License valid for three years for a venue to hold Marriages & CPs: Fee for Additional room	339.00	Additional room	347.00	Non-business (0%)	347.00	2.4%	Cost Recovery
Licensing a Religious Building to hold civil partnerships	Licence valid for three years: Fee for Additional room	339.00	Additional room	Withdrawn as no longer required				

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Attendance of Registrars at venue of choice to celebrate of marriage or civil partnership following statutory ceremony in the West Sussex Register Office	Monday - Thursday	429.00	Ceremony	366.67	Standard	440.00	2.6%	Cost Recovery
Attendance of Registrars at venue of choice to celebrate of marriage or civil partnership following statutory ceremony in the West Sussex Register Office	Friday	476.00	Ceremony	406.67	Standard	488.00	2.5%	Cost Recovery
Attendance of Registrars at venue of choice to celebrate of marriage or civil partnership following statutory ceremony in the West Sussex Register Office	Saturday / Sunday	588.00	Ceremony	501.67	Standard	602.00	2.4%	Cost Recovery
Attendance of Registrars at venue of choice to celebrate of marriage or civil partnership following statutory ceremony in the West Sussex Register Office	Public Holiday	650.00	Ceremony	555.00	Standard	666.00	2.5%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Registrar a civil partnership at a religious building	Monday - Thursday	168.00	Ceremony	172.00	Non-business (0%)	172.00	2.4%	Cost Recovery
Registrar to register a civil partnership at a religious building	Friday	226.00	Ceremony	231.00	Non-business (0%)	231.00	2.2%	Cost Recovery
Registrar a civil partnership at a religious building	Saturday / Sunday	254.00	Ceremony	260.00	Non-business (0%)	260.00	2.4%	Cost Recovery
Registrar a civil partnership at a religious building	Public Holiday	338.00	Ceremony	346.00	Non-business (0%)	346.00	2.4%	Cost Recovery
Attendance of Registrars at a venue subject to specific partnership arrangement to Register a marriage/civil partnership	Friday	219.00	Ceremony	279.00	Non-business (0%)	279.00	27.4%	Cost Recovery
Attendance of Registrars at a venue subject to specific partnership arrangement to Register a marriage/civil partnership	Saturday	241.00	Ceremony	310.00	Non-business (0%)	310.00	28.6%	Cost Recovery
Copy Certificates	Postage and Packing	1.00	Application	Withdrawn as now provided through a statutory Fee				
Venue Hire	Edes House	Various	Event	Various	Standard	Various	2.4%	Cost Recovery

Registrar's Fees and Charges Statutory Fees

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	Type of charge
Registration Service	Search (by public) of indexes, not exceeding 6 successive hours	18.00	Search	Statutory
Registration Service	Registration of a building for the solemnisation of marriages	123.00	Registration	Statutory
Registration Service	Consideration of a correction to the register by the SR	75.00	Correction to a register page	Statutory
Registration Service	Space 17 amendment (change of baby name in first year)	40.00	Amendment to register page	Statutory
Registration Service	Consideration of a reduction in 28-day notice period for marriage or civil partnership (triage arrangement with GRO getting £40 - Total fee to customers is £60)	60.00	Waiver of notice period	Statutory
Registration Service	Complex corrections of a register (triage arrangement with GRO getting £58 - Total fee to customers is £90)	90.00	Complex correction of a register page	Statutory
Registration Service	SR's fee for attesting a notice away from his office for housebound	47.00	Notice	Statutory
Registration Service	SR's fee for attesting a notice away from his office for detained.	68.00	Notice	Statutory
Registration Service	Taking a notice of marriage/Civil Partnership	35.00	Notice	Statutory
Registration Service	Consideration of a divorce/civil partnership document from outside British Isles by the Superintendent Registrar	50.00	Notice	Statutory
Registration Service	Consideration of a divorce/civil partnership document from outside British Isles where this cannot be dealt with by the LA, and is referred to GRO (triage arrangement with GRO getting £47 - Total fee to customer is £75)	75.00	Notice	Statutory
Registration Service	Registrar attending a marriage/civil partnership at a register office	46.00	Ceremony	Statutory
Registration Service	Registrar attending a marriage at a registered building	86.00	Ceremony	Statutory
Registration Service	Registrar attending a marriage / civil partnership at the residence of a housebound person	81.00	Ceremony	Statutory
Registration Service	Registrar attending a marriage/civil partnership of a detained person	88.00	Ceremony	Statutory
Registration Service	SR Attending a marriage at the residence of a housebound person	84.00	Ceremony	Statutory
Registration Service	SR Attending a marriage at the residence of a detained person	94.00	Ceremony	Statutory
Registration Service	Short or Full certificate of Birth, marriage, civil partnership or death	11.00	Certificate	Statutory
Registration Service	Priority Service (within 24 Hours) –charges include cost of certificate	35.00	Certificate issued within 24 Hours	Statutory
Registration Service	Certification of a place of meeting for religious worship	29.00	Certification	Statutory

Gypsy and Travellers Sites Fees and Charges

Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Gypsy Roma Traveller Site plot rental – Fairplace Hill (4 X Double pitch plot rental)	102.00	Week	104.50	Exempt (0%)	104.50	2.5%	Subsidised
Gypsy Roma Traveller Site plot rental – Fairplace Hill (5 X Single pitch plot rental)	81.00	Week	83.00	Exempt (0%)	83.00	2.5%	Subsidised
Plot rental all other sites	55.00	Week	56.50	Exempt (0%)	56.50	2.7%	Subsidised
Gypsy Roma Traveller Site plot rental – Fairplace Hill (1 X Single pitch plot rental)	99.69	Week	99.69	Exempt (0%)	99.69	0.0%	Subsidised

Highways Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Licensing - Highways	Hoarding Application	185.36	Month	190.00	Non-business (0%)	190.00	2.5%	Cost Recovery
Licensing - Highways	Hoarding Application - extension	123.64	Extra months	127.00	Non-business (0%)	127.00	2.7%	Cost Recovery
Licensing - Highways	Hoarding Application - Fine for over run or failure to notify removal complete	233.22	Application	239.00	Non-business (0%)	239.00	2.5%	Cost Recovery
Licensing - Highways	Hoarding Application - Retrospective	294.51	Additional Fee Per license	302.00	Non-business (0%)	302.00	2.5%	Cost Recovery
Licensing - Highways	Scaffold License	185.36	Month	190.00	Non-business (0%)	190.00	2.5%	Cost Recovery
Licensing - Highways	Scaffold License - extension	123.64	Extra months	127.00	Non-business (0%)	127.00	2.7%	Cost Recovery
Licensing - Highways	Scaffold License - Retrospective	294.51	Additional Fee Per license	302.00	Non-business (0%)	302.00	2.5%	Cost Recovery
Licensing - Highways	Special Event Orders S16 (Note: In exceptional circumstances, a fee reduction may be agreeing at the discretion of the Traffic Manager for community events with minimal impact on the network)	2,094.41	Order	2,145.00	Non-business (0%)	2,145.00	2.4%	Cost Recovery
Licensing - Highways	Temporary Traffic Orders: by Notice - only if agreed with Streetworks Section (S14 (2))	418.26	Notice	428.00	Non-business (0%)	428.00	2.3%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Licensing - Highways	Temporary Traffic Orders: by Notice followed by full Order (NOTICE + 2nd public notice) (S14 (1))	2,094.41	Order	2,145.00	Non-business (0%)	2,145.00	2.4%	Cost Recovery
Licensing - Highways	Temporary Traffic Orders: by Order (S14 (1))	2,094.41	Order	2,145.00	Non-business (0%)	2,145.00	2.4%	Cost Recovery
Licensing - Highways	Temporary Traffic Orders: Extension	2,094.41	Order	2,145.00	Non-business (0%)	2,145.00	2.4%	Cost Recovery
Licensing - Highways	Vehicle Crossover Licence: Residential Applicants	365.56	Application	Withdrawn as Fee now between application Fees and permission Fee				
Licensing - Highways	Vehicle Crossover Licence - Application Fee	New	Application Fee	154.00	Non-business (0%)	154.00	New	Cost Recovery
Licensing - Highways	Vehicle Crossover Licence - Works Permission Fee	New	Works Permission Fee	221.00	Non-business (0%)	221.00	New	Cost Recovery
Licensing - Highways	Letter to support VCO legality - part of house sale	New	Per Letter	50.00	Non-business (0%)	50.00	N/A	Cost Recovery
Licensing - Highways	Section 50 - New Roads and Street Works Act 1991: Private apparatus in the Highway	572.07	Units of 200m per street	586.00	Non-business (0%)	586.00	2.4%	Cost Recovery
Document Copies - Highways	Local Land charges -Provision of site drawing, electronic	59.64	Number	51.00	Standard	61.20	2.6%	Cost Recovery
Document Copies - Highways	Local Land charges -Provision of controller specification	61.82	Number	53.00	Standard	63.60	2.9%	Cost Recovery
Document Copies - Highways	Local Land charges -Provision of SCOOT, UTC or MOVA data	115.92	Number	99.00	Standard	118.80	2.5%	Cost Recovery
Flood Risk Management/Drainage Advice and Data	Developer enquiries (pre app advice) for housing developments - professional advice over and above risk summary data - one off charge	Various	Hectares of development - banded	Various	Standard	Various	N/A	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Markings - Highways	Access Protection Lines - road markings to deter parking across private access - per set	157.64	New lines	135.00	Standard	162.00	2.8%	Cost Recovery
Markings - Highways	Access Protection Lines - road markings to deter parking across private access - per set	157.64	Refurbishment	135.00	Standard	162.00	2.8%	Cost Recovery
Licensing - Highways	Moving Elevated Work Platform - Notice required	100.00	Up to 10 working days	103.00	Non-business (0%)	103.00	3.0%	Cost Recovery
Signs - Highways	Tourist & Private Directional signs – survey and admin fees (Design and Manufacture costs in addition to this)	311.15	Application	319.00	Non-business (0%)	319.00	2.5%	Cost Recovery
Signs - Highways	Tourist & Private Directional signs - sign design	Various	Sign	Fee withdrawn as Applicant pays direct to contractor				
Signs - Highways	Tourist & Private Directional signs - manufacture and installation	Various	Sign	Fee withdrawn as Applicant pays direct to contractor				
Temp Signs - Highways	Temporary Direction signs (new developments) - first 5 signs	547.38	Up to 5 signs	561.00	Non-business (0%)	561.00	2.5%	Cost Recovery
Temp Signs - Highways	Temporary Direction signs (new developments) - additional signs	109.48	Additional sign	112.00	Non-business (0%)	112.00	2.3%	Cost Recovery
TROs - Highways	TROs required as a consequence of development or another promoter	7,663.27	TRO	7,847.00	Non-business (0%)	7,847.00	2.4%	Cost Recovery
Licensing - Highways	Skip License - initial 14-day license	60.00	14 days	62.00	Non-business (0%)	62.00	3.3%	Cost Recovery
Licensing - Highways	Skip License - 14-day extension	60.00	14 days	62.00	Non-business (0%)	62.00	3.3%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Licensing - Highways	Skip License - Over run fee cost recovery	90.00	license	92.00	Non-business (0%)	92.00	2.2%	Cost Recovery
Licensing - Highways	Skip License - Retrospective	100.00	Application	103.00	Non-business (0%)	103.00	3.0%	Cost Recovery
Licensing - Highways	Materials on a Highway - Licence to temporarily deposit building materials etc, excavate (non-apparatus) etc OVER 24-hours: 1 to 5 days	88.00	Licence 1 to 5 days	90.00	Non-business (0%)	90.00	2.3%	Cost Recovery
Flood Risk Management/Drainage Advice and Data	Developer enquiries for housing developments - current flood risk summary held by the County Council - one off charge	300.00	Enquiry	256.00	Standard	307.20	2.4%	Cost Recovery
Signs - Highways	Tourist & Private Directional signs - non-refundable vetting fee	125.00	Application	128.00	Non-business (0%)	128.00	2.4%	Cost Recovery
Licensing - Highways	Moving Elevated Work Platform - Over run fee	150.00	day	154.00	Non-business (0%)	154.00	2.7%	Cost Recovery
Licensing - Highways	Moving Elevated Work Platform - Admin fee for change of date	35.00	One off	36.00	Non-business (0%)	36.00	2.9%	Cost Recovery
Licensing - Highways	Scaffold - Fine for over run or failure to notify removal complete	233.22	Application	239.00	Non-business (0%)	239.00	2.5%	Cost Recovery
Licensing - Highways	Materials on a Highway - Licence to temporarily deposit building materials - Over run per day	35.00	day	36.00	Non-business (0%)	36.00	2.9%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee/ Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Licensing - Highways	Vehicle Crossover Licence: Developer Applications - 1 to 5 Properties (Dwellings) on site or equivalent commercial site development	546.00	Application	559.00	Non-business (0%)	559.00	2.4%	Cost Recovery
Licensing - Highways	Vehicle Crossover Licence: Developer Applications - 6 to 25 (Dwellings) Properties on site or equivalent commercial site development	1,092.00	Application	1,118.00	Non-business (0%)	1,118.00	2.4%	Cost Recovery
Licensing - Highways	Vehicle Crossover Licence: Developer Applications - 25+ Properties (Dwellings) on site or equivalent commercial site development	2,729.00	Application	2,794.00	Non-business (0%)	2,794.00	2.4%	Cost Recovery
Licensing - Highways	Temporary Direction signs (new developments) - unauthorised sign removal	100.00	Each sign removal	103.00	Non-business (0%)	103.00	3.0%	Cost Recovery
Traffic Signals	Temporary switch off for pedestrian crossing	596.64	Each	611.00	Non-business (0%)	611.00	2.4%	Cost Recovery
Traffic Signals	Temporary switch off for signalised junction	777.27	Each	796.00	Non-business (0%)	796.00	2.4%	Cost Recovery
Document Copies - Highways	Local Land charges -Provision of site drawing up to A3	36.44	Number	Fee Withdrawn as no longer required				
Document Copies - Highways	Local Land charges -Provision of site drawing over A3	59.64	Number	Fee Withdrawn as no longer required				
Document Copies - Highways	Local Land charges -Provision of count information, classified up to 2 years old	123.64	Number	Fee Withdrawn as no longer required				
Document Copies - Highways	Local Land charges -Provision of count information, unclassified or older than 2 years	61.82	Number	Fee Withdrawn as no longer required				

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Document Copies - Highways	Local Land charges - Provision of TRANSYT file	98.28	Number					Fee Withdrawn as no longer required
Document Copies - Highways	Local Land charges - Provision of LINSIG 1 file	37.48	Number					Fee Withdrawn as no longer required
Document Copies - Highways	Local Land charges - Provision of LINSIG 2/3 file	61.82	Number					Fee Withdrawn as no longer required
Table & Chairs - Highway	Table & Chairs on the Highway - Annual Fee	520.00	Year					Fee Withdrawn for this report as a full review of operating model is underway and revised charges to be agreed separately before April 1st implementation
Table & Chairs - Highway	Table & Chairs on the Highway – Following Years	520.00	Later Years					Fee Withdrawn for this report as a full review of operating model is underway and revised charges to be agreed separately before April 1st implementation

Highways Fees and Charges Statutory Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	VAT Type	Type of charge
Inspections - Highways	Streetworks Sample Inspections	50.00	Inspection	Outside scope (0%)	Statutory
Inspections - Highways	S74 Streetworks Charges	Various	Day	Outside scope (0%)	Statutory
Inspections - Highways	3rd Party Streetworks Report Inspections	50.00	Inspection	Outside scope (0%)	Statutory
Inspections - Highways	Defect inspection fees	47.50	Inspection	Outside scope (0%)	Statutory
Inspections - Highways	Fixed Penalty Notices - Working without a valid permit: Discounted when paid within 29-days	300.00	Discounted Fine	Outside scope (0%)	Statutory
Inspections - Highways	Fixed Penalty Notices - Working without a valid permit	500.00	Fine	Outside scope (0%)	Statutory
Inspections - Highways	Fixed Penalty Notices - fines for incorrect Streetworks notices: Discounted when paid within 29-days	80.00	Discounted Fine	Outside scope (0%)	Statutory
Inspections - Highways	Fixed Penalty Notices - fines for incorrect Streetworks notices	120.00	Fine	Outside scope (0%)	Statutory
Street Works Permit Scheme	Permit to work on the Highways				Withdrawn from this report for a separate decision on this Statutory Charge

Transport Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Road Safety	Cycle Training Course - complete beginner	34.50	1 Hour Session	35.30	Exempt (0%)	35.30	2.3%	Cost Recovery
Road Safety	Cycle Training Course - beginner/road riding	40.00	1.5 Hour Session	41.00	Exempt (0%)	41.00	2.5%	Cost Recovery
Transport Bureau - Transport	Minibus Permit S19	12.50	Permit	15.00	Non-business (0%)	15.00	20.0%	Cost Recovery
Road Safety	Experienced Driver Assessment	46.50	Hour	47.60	Exempt (0%)	47.60	2.4%	Cost Recovery
Road Safety	Cycle Training Course - advanced	45.00	2 Hour	46.10	Exempt (0%)	46.10	2.4%	Cost Recovery
Transport	English National Concessionary Travel Scheme - replacement bus pass	10.00	Pass	10.00	Exempt (0%)	10.00	0.0%	Cost Recovery
Transport Bureau	Transport DBS – DBS Checks for external transport staff	70.00	Check	70.00	Non-business (0%)	70.00	0.0%	Cost Recovery
Local Transport Improvements	Bus Stop Suspension / Relocation	200.00	Bus stop site	200.00	Exempt (0%)	200.00	0.0%	Cost Recovery

Transport Fees and Charges Statutory Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	Type of charge
SSRP - Transport/Road Safety	Driver Awareness - National Speed Awareness Course	90.00	Course	90.00	Exempt (0%)	Statutory
SSRP - Transport/Road Safety	Driver Awareness -National Motorway Awareness Course	90.00	Course	90.00	Exempt (0%)	Statutory
SSRP - Transport/Road Safety	Driver Awareness - What's Driving Us Course	95.00	Course	95.00	Exempt (0%)	Statutory
SSRP - Transport/Road Safety	Driver Awareness -National Driver Awareness Course - Safe & Considerate Driving Course	185.00	Course	185.00	Exempt (0%)	Statutory

Planning Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
County Planning	Pre-application advice fees	Various	Meeting or site visit and written response, or written response only	Various	Standard	Various	0.0%	Cost Recovery
Environment & Heritage	Historic Environment Record - searches	108.00	householder Search	95.00	Standard	114.00	5.6%	Cost Recovery
Environment & Heritage	Historic Environment Record - searches	174.00	Standard Search	158.00	Standard	189.60	9.0%	Cost Recovery
Environment & Heritage	Historic Environment Record - searches	276.00	priority Search	252.00	Standard	302.40	9.6%	Cost Recovery
Environment & Heritage	Historic Environment Record - searches	180.00	Statutory Undertaker Standard Search	164.00	Standard	196.80	9.3%	Cost Recovery
Environment & Heritage	Historic Environment Record - searches	360.00	Statutory Undertaker Priority Search	338.00	Standard	405.60	12.7%	Cost Recovery
Environment & Heritage	Advice and support to statutory undertakers	102.00	Hours	87.00	Standard	104.40	2.4%	Cost Recovery
Environment & Heritage	Pre-application advice fees	Various	Written response or meeting/site visit & written response	Various	Standard	Various	2.4%	Cost Recovery
Environment & Heritage	Contribution by district and borough councils to maintenance of the HER	3,000.00	Annual fee	3,000.00	Non-business (0%)	3,000.00	0.0%	Cost Recovery
Implementation	s38 & s278 Highway Agreements	Various	Agreement	Various	Non-business (0%)	Various	9.0%	Cost Recovery
Monitoring and Records	Local Land Charge Fees	24.00	Search	20.00	Standard	24.00	0.0%	Cost Recovery
Monitoring and Records	Local Land Charge search follow-up	Various	Request	Various	Standard	Various	0.0%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Monitoring and Records	Highway Boundaries information	Various	Request	Various	Standard	Various	0.0%	Cost Recovery
Monitoring and Records	s106 Agreement enquiries	54.00	Hour	45.00	Standard	54.00	0.0%	Cost Recovery
Planning and Transport Policy	Access to traffic modelling	Various	Request	Various	Standard	Various	0.0%	Cost Recovery
Planning and Transport Policy	Copies of highway scheme plans	Various	Plan	Various	Standard	Various	0.0%	Cost Recovery
Highways Development Management	Pre-application advice fees	Various	Written response or meeting/site visit & written response	Various	Standard	Various	10.0%	Cost Recovery
Monitoring and Records	Monitoring of s106 contributions	N/A	Per trigger	200.00	Outside scope (0%)	200.00	N/A	Cost Recovery

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Planning Fees and Charges Statutory Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	VAT Type	Type of charge
County Planning	Planning Application fees	Various	Application	Non-business (0%)	Statutory
County Planning	Fees Monitoring site visits	Various	Site visit	Non-business (0%)	Statutory
County Planning	Discharge of Conditions	116.00	Request	Non-business (0%)	Statutory
Environment & Heritage	Higher Stewardship Level advice	35.00	Mid-Tier 0-30ha	Outside scope (0%)	Statutory
Environment & Heritage	Higher Stewardship Level advice	70.00	Mid-Tier 31-75 ha	Outside scope (0%)	Statutory
Environment & Heritage	Higher Stewardship Level advice	140.00	Mid-Tier 76-150 ha	Outside scope (0%)	Statutory
Environment & Heritage	Higher Stewardship Level advice	280.00	Mid-Tier 150+ ha	Outside scope (0%)	Statutory
Environment & Heritage	Higher Stewardship Level advice	52.00	High Tier 0-30ha	Outside scope (0%)	Statutory
Environment & Heritage	Higher Stewardship Level advice	105.00	High Tier 31-75 ha	Outside scope (0%)	Statutory
Environment & Heritage	Higher Stewardship Level advice	210.00	High Tier 76-150 ha	Outside scope (0%)	Statutory
Environment & Heritage	Higher Stewardship Level advice	420.00	High Tier 150+ ha	Outside scope (0%)	Statutory

Rights of Way and Countryside Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Countryside Facilities	Rental of land and fishing rights	Various	Agreement	Various	Exempt (0%)	Various	0.0%	Cost Recovery
Countryside Facilities	Various events run on Countryside sites	Various	Event	Removed from list - Split in to 6 separate charges below				Cost Recovery
Countryside Services	Bushcraft	New	Per Person	21.00	Exempt (0%)	21.00	New	Cost Recovery
Countryside Services	Family Bushcraft	New	Per Family	63.50	Exempt (0%)	63.50	New	Cost Recovery
Countryside Services	All guided walks/night hike/food for free with/without hot drink	New	Per person	6.50	Exempt (0%)	6.50	New	Cost Recovery
Countryside Services	Craft events e.g. Christmas Wreaths (includes materials/drinks)	New	Per Person	21.00	Exempt (0%)	21.00	New	Cost Recovery
Countryside Services	Hire of BCP Countryside Centre with refreshments hourly charge (All potential bookings must be checked and agreed with the duty ranger first)	New	Per Hour (minimum 2-hour Charge)	21.00	Exempt (0%)	21.00	New	Cost Recovery
Countryside Services	Schools and hire of Forest School area (per child)	New	Per Child	2.10	Exempt (0%)	2.10	New	Cost Recovery
Rights of Way	Unopposed Public Path Orders administrative fees	1,950.00	Order	2,300.00	Non-business (0%)	2,300.00	17.9%	Cost Recovery
Rights of Way	Opposed Public Path Orders administrative fees - legal and case officer support to Public Inquiry (in addition to the fee stated as "Unopposed Public Path Order").	1,140.00	Order	1,300.00	Non-business (0%)	1,300.00	14.0%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Rights of Way	Opposed Public Path Orders administrative fees - where objections withdrawn following officer correspondence, so Order can be confirmed as unopposed (in addition to the fee stated as "Unopposed Public Path Order").	390.00	Order	400.00	Non-business (0%)	400.00	2.6%	Cost Recovery
Rights of Way	Un/Opposed Public Path Orders administrative fees - additional Order(s) in addition to the fee stated as "Unopposed Public Path Order" and "Opposed Public Path Order" fee as applicable)	390.00	Order	400.00	Non-business (0%)	400.00	2.6%	Cost Recovery
Rights of Way	Un/Opposed Public Path Orders administrative fees - additional site inspections by case officer prior to determining application (in addition to the fee stated as "Unopposed Public Path Order" and "Opposed Public Path Order" fee as applicable).	140.00	Site Visit plus associated costs	200.00	Non-business (0%)	200.00	42.9%	Cost Recovery
Rights of Way	Public Path Orders administrative fees - Temporary Traffic Regulation Order (path closure) (6-month Orders)	1,950.00	Path order	2,000.00	Non-business (0%)	2,000.00	2.6%	Cost Recovery
Rights of Way	Public Path Orders administrative fees - Temporary Traffic Regulation Order (path closure) (Extensions)	1,950.00	Path order	2,000.00	Non-business (0%)	2,000.00	2.6%	Cost Recovery
Rights of Way	Public Path Orders administrative fees - Temporary Traffic Regulation Order (path closure) (21 days emergency/unplanned Orders)	500.00	Path order	550.00	Non-business (0%)	550.00	10.0%	Cost Recovery

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Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Rights of Way	Public Path Orders administrative fees - Temporary Traffic Regulation Order (path closure) (5 days planned works Orders)	500.00	Path order	550.00	Non-business (0%)	550.00	10.0%	Cost Recovery
Countryside Services	Licence fee for access across or on to COUNCIL land	Various	Application	Various	Non-business (0%)	Various	Various	Cost Recovery
Rights of Way	Charge for advice on PPO legislation and procedures to potential applicants and Order Making Authorities	New	Per hour	28.00	Exempt (0%)	28.00	New	Cost Recovery

Trading Standards Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Trading Standards	Weights and Measures Act 1985 - Inspector of Weights and Measures	86.40	Hour	74.00	Standard	88.80	2.8%	Cost Recovery
Trading Standards	Weights and Measures Act 1985 - Support Officer	55.20	Hour	47.50	Standard	57.00	3.3%	Cost Recovery
Trading Standards	Hourly charge for demand led discretionary business support services	86.40	Hour	74.00	Standard	88.80	2.8%	Cost Recovery
Trading Standards	Buy with Confidence Membership - Annual Membership fee for 1-5 staff	165.60	Year	142.00	Standard	170.40	2.9%	Cost Recovery
Trading Standards	Buy with Confidence Membership - Annual Membership fee for 6-20 staff	276.00	Year	236.00	Standard	283.20	2.6%	Cost Recovery
Trading Standards	Buy with Confidence Membership - Annual Membership fee for 21+ staff	331.20	Year	283.00	Standard	339.60	2.5%	Cost Recovery
Trading Standards	Application Fee 1 - 5 employees (2016 Membership onwards)	150.00	Application	128.00	Standard	153.60	2.4%	Cost Recovery
Trading Standards	Annual Fee 1 - 5 employees (2016 Membership onwards)	300.00	Year	256.00	Standard	307.20	2.4%	Cost Recovery
Trading Standards	Application Fee 6 - 20 employees (2016 Membership onwards)	200.40	Application	171.00	Standard	205.20	2.4%	Cost Recovery
Trading Standards	Annual Fee 6 - 20 employees (2016 Membership onwards)	450.00	Year	384.00	Standard	460.80	2.4%	Cost Recovery
Trading Standards	Application Fee 20 - 49 employees (2016 Membership onwards)	249.60	Application	213.00	Standard	255.60	2.4%	Cost Recovery
Trading Standards	Annual Fee 20 - 49 employees (2016 Membership onwards)	600.00	Year	512.00	Standard	614.40	2.4%	Cost Recovery
Trading Standards	Full page - (120mm w x 186mm h)	483.60	Edition	413.00	Standard	495.60	2.5%	Cost Recovery

Appendix A

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Trading Standards	Half page - (120mm w x 90mm h)	340.80	Edition	291.00	Standard	349.20	2.5%	Cost Recovery
Trading Standards	Quarter page - (57mm w x 90mm h)	217.20	Edition	186.00	Standard	223.20	2.8%	Cost Recovery
Trading Standards	Eighth page - (57mm w x 42mm h)	122.40	Edition	105.00	Standard	126.00	2.9%	Cost Recovery
Trading Standards	Variation of a licence (other than name or address)	86.40	Hour	74.00	Standard	88.80	2.8%	Cost Recovery

Trading Standards Fees and Charges Statutory Fees

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	VAT Type	Type of charge
Trading Standards	Band A - under 2500 litres	44.00	year	Outside scope (0%)	Statutory
Trading Standards	Band B - 2500 -50000 litres	60.00	year	Outside scope (0%)	Statutory
Trading Standards	Band C - over 50,000 litres	125.00	year	Outside scope (0%)	Statutory
Trading Standards	Licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	185.00	1 year	Outside scope (0%)	Statutory
Trading Standards	Licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	243.00	2 years	Outside scope (0%)	Statutory
Trading Standards	Licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	304.00	3 years	Outside scope (0%)	Statutory
Trading Standards	Licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	374.00	4 years	Outside scope (0%)	Statutory
Trading Standards	Licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	423.00	5 years	Outside scope (0%)	Statutory
Trading Standards	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	86.00	1 year	Outside scope (0%)	Statutory
Trading Standards	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	147.00	2 years	Outside scope (0%)	Statutory
Trading Standards	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	206.00	3 years	Outside scope (0%)	Statutory
Trading Standards	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	266.00	4 years	Outside scope (0%)	Statutory
Trading Standards	Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed	326.00	5 years	Outside scope (0%)	Statutory
Trading Standards	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	109.00	1 year	Outside scope (0%)	Statutory
Trading Standards	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	141.00	2 years	Outside scope (0%)	Statutory
Trading Standards	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	173.00	3 years	Outside scope (0%)	Statutory

Appendix A

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type
Trading Standards	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	206.00	4 years	Outside scope (0%)	Statutory
Trading Standards	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	238.00	5 years	Outside scope (0%)	Statutory
Trading Standards	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	54.00	1 year	Outside scope (0%)	Statutory
Trading Standards	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	86.00	2 years	Outside scope (0%)	Statutory
Trading Standards	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	120.00	3 years	Outside scope (0%)	Statutory
Trading Standards	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	152.00	4 years	Outside scope (0%)	Statutory
Trading Standards	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed	185.00	5 years	Outside scope (0%)	Statutory
Trading Standards	Varying the name of licensee or address of site	35.00	variation	Outside scope (0%)	Statutory
Trading Standards	Transfer of licence or replacement licence if lost	35.00	transfer	Outside scope (0%)	Statutory
Trading Standards	All year sale of fireworks	500.00	annual	Outside scope (0%)	Statutory

Waste Fees and Charges

Service	Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Waste Recycling	Co-mingled Recyclate	124.00	Tonne	105.83	Standard	127.00	2.4%	Cost Recovery
Waste Disposal	Trade Waste	173.00	Tonne	147.50	Standard	177.00	2.3%	Cost Recovery
Waste Recycling	Green Waste	72.00	Tonne	61.67	Standard	74.00	2.8%	Cost Recovery
Waste Recycling	WEEE Category A	170.00	Tonne	145.00	Standard	174.00	2.4%	Cost Recovery
Waste Recycling	WEEE Category B	477.00	Tonne	407.08	Standard	488.50	2.4%	Cost Recovery
Waste Recycling	WEEE Category C	477.00	Tonne	407.08	Standard	488.50	2.4%	Cost Recovery
Waste Recycling	WEEE Category D	477.00	Tonne	407.08	Standard	488.50	2.4%	Cost Recovery
Waste Recycling	WEEE Category E	170.00	Tonne	145.00	Standard	174.00	2.4%	Cost Recovery
Waste Recycling	Single Stream Recyclate	14.50	Tonne	12.42	Standard	14.90	2.8%	Cost Recovery
HWRS Non-Household	Motor Vehicle Tyre	4.00	Tyre	4.17	Standard	5.00	25.2%	Cost Recovery

Energy Fees and charges

Fee or Charge	2019-20 Fee or Charge (inc VAT where applicable) (£)	Per what?	2020-21 Fee or Charge ex VAT (£)	VAT Type	2020-21 Fee or Charge (inc VAT where applicable) (£)	% Increase	Type of charge
Schools Display Energy Certificates - SLA	49.00	Per certificate	55.00	Non-business (0%)	55.00	12.2%	Cost Recovery
Schools Display Energy Certificates - SLA Academy	58.80	Per certificate	55.00	Standard	66.00	12.2%	Cost Recovery
Schools Energy Management Service - SLA. Band 1	330.00	1-5 meters	338.00	Non-business (0%)	338.00	2.4%	Cost Recovery
Schools Energy Management Service - SLA. Band 1. Academy	396.00	1-5 meters	338.00	Standard	405.60	2.4%	Cost Recovery
Schools Energy Management Service - SLA. Band 2	385.00	6-9 meters	394.00	Non-business (0%)	394.00	2.3%	Cost Recovery
Schools Energy Management Service - SLA. Band 2. Academy	462.00	6-9 meters	394.00	Standard	472.80	2.3%	Cost Recovery
Schools Energy Management Service - SLA. Band 3	479.00	10+ meters	490.00	Non-business (0%)	490.00	2.3%	Cost Recovery
Schools Energy Management Service - SLA. Band 3. Academy	574.80	10+ meters	490.00	Standard	588.00	2.3%	Cost Recovery

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Performance & Finance Select Committee

5 December 2019

Business Planning Group Report

Report by Chairman, Business Planning Group

Executive Summary

Each Select Committee has a Business Planning Group (BPG) to oversee the Committee's work programme and prioritise issues for consideration by the Committee.

This report provides an update to the Committee from the latest Performance and Finance Select Committee (PFSC) BPG meeting held on 11 November 2019 setting out the key issues discussed.

Changes to the interim work programme are reflected in the PFSC work programme included as Appendix A.

The Committee is also responsible for the over-arching review of Scrutiny Task and Finish Groups (TFGs). The Committee is asked to review the Task and Finish Group (TFG) rolling progress report included as Appendix B.

Focus for Scrutiny

The Committee is asked to support the updates to the work programme as recommended by the Business Planning Group and reflected in the updated work programme at Appendix A to ensure that the highest priority issues are being scrutinised. The Committee is also asked to note the Task and Finish Group Rolling Programme attached as Appendix B.

1. Background

- 1.1. The Business Planning Group (BPG) met on 11 November, members in attendance: Mrs Dennis (Chairman) and Dr Walsh in Chichester and Mr Catchpole and Mr Jones in Horsham. Also present were: Vicky Chuter (Corporate Finance), Emma Ford (Resource Services), Rob Castle and Susanne Sanger (Democratic Services).

2. Notes of the previous meeting

- 2.1. Mr Jones had been appointed as Labour Party representative on the Contracts Management Task & Finish Group. Mrs Dennis to appoint a Conservative Party Member to the Group to fill the Conservative vacancies that have arisen due to Mr Jupp and Mr Crow moving to the Cabinet. The final meeting of the Group will be postponed till the Membership has been agreed. This will mean the final report from the Group will not be ready for scrutiny in January.
- 2.2. Resolved – that the notes of the meeting held on 17 June 2019 are agreed.

3. CIPFA Financial Review

- 3.1. Mrs Dennis reported that a review had recently been commissioned from CiPFA to examine the financial health of the organisation. The review focussed on operational processes, so it was not considered necessary for formal scrutiny to take place by either the Business Planning Group (BPG) or the full Committee

4. Whole Council Design Update

- 4.1. The BPG expressed concerns around the risk to savings as a result of the slow progress of the programme. A review into Whole Council Design is currently underway. Members requested further information be included within the quarterly TPM reports in order to strengthen the monitoring/scrutiny by Members.
- 4.2. Resolved – Director of Finance and Support Services to produce an overview report on Whole Council Design for Committee on 5 December.

5. Procurement of a Business Management Solution

- 5.1. The Council was continuing to investigate three options for the procurement of a new system - an Enterprise Resource Planning (ERP) lite system; best in breed and a shared services model. The procurement is part of the transformation programme.
- 5.2. Resolved – the Business Planning Group to be informed when the Cabinet Member decision to commence procurement is published so that the timing of any future scrutiny can be determined.

6. Contract Management Monitoring

- 6.1. Summary sheets for the business-critical contracts within the PFSC portfolio area were presented and reviewed. The BPG raised no specific concerns with contract performance and recognised that a lot of work was being done on business continuity plans in preparation for Brexit, these are being updated as new contracts emerge.

7. Work Programme planning for 2019/20

- 7.1 The following changes to the Work Programme were made: -
- All Members to be invited to attend the Committee meeting on 5 December for the item on Medium Term Financial Strategy/Budget Update and allow them to ask questions
- 7.2 Further to the BPG meeting the Pre-Agenda meeting for 5th December committee agreed that the PropCo Joint Venture decision preview item should be postponed to the January meeting of the committee. This is due to the delay in appointing consultants for the project. The consultants have now been appointed and work is underway.

8. Date of the next meeting

- 8.1. Members noted that the next BPG meeting will be held at 10.30 on 2 March 2020.

Additional Points

- BPG requested that the Risk Register should be included with the Total Performance Monitor report that goes to Committee and that all service committees should see the risk register items relevant to them

9. Implications

- 9.1. There are no resource, risk management, Crime and Disorder Act or Human Rights Act implications arising directly from this report. However, if any substantive reports to the Committee have implications, an Equality Impact Report will be included in appropriate substantive reports to the Committee.

Joy Dennis

Chairman, Performance and Finance Select Committee Business Planning Group

Contact Susanne Sanger, 033 022 22550

Appendices

- A PFSC Work Programme 2019/20
B Scrutiny TFG Rolling Progress Report

Background Papers

None

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Select Committee Meeting date	Subject/Theme	Objectives/Comments	Key Contacts	Source
22 January 2020	Budget 2020/21 including Treasury Management Strategy Statement	Review prior to County Council in February	Katharine Eberhart, Vicky Chuter, Nathan Elvery, Lee Harris, Kim Curry, all Cabinet Members	Work programme
	Horsham Enterprise Park (former Novartis site)	Scrutiny of the outline business case ahead of a Leader decision [joint item with ECFSC members]. PFSC 20/03 - Members requested financial valuation, estimates and costs (including staff costs) information of the Horsham Enterprise Park project be included within the report to be presented to the July meeting. SS to clarify if the strategic or full business case will be presented.	Carolyn Carr, Gary Cox, Nick Burrell	PrAM 21/06/17, BPG 25/02/19
	PropCo Joint Venture - decision preview	Decision preview of the further decisions relating to the setting up of the PropCo Joint Venture (from May PFSC). Specifically relating to the set up of a wholly owned company and identification of sites to be included.	Andrew Edwards Malcolm Mayo	May PFSC
	TBC Business Management Solution	Pre-decision scrutiny of decision re procurement of a replacement SAP system. Discussed at Nov'19 BPG.	Katharine Eberhart Nadine Muschamp	BPG
	Contracts Management TFG report	Committee to review the findings and recommendations of the Contracts Management TFG.	Susanne Sanger Nigel Jupp	BPG Work Programme
19 March 2020	Workforce/People Strategy	Scrutiny of the newly developed People Strategy. This was requested as a result of the end of year workforce report presented to PFSC in July 2019. Concerns raised over the culture of the organisation that should be addressed in the Strategy. To consider how the views of staff groups and the Unions could be included in future workforce reports, and to consider if representatives of the Unions be invited to attend future Committee meetings to present their views.	Heather Daley	BPG following July PFSC meeting
	TPM Quarter 3 - December	Scrutiny of the finance, performance, capital and workforce position at the end of December 2019.	Katharine Eberhart, Nadine Muschamp, Martin Farrell, Heather Daley	Work programme
	Capital Programme Quarter 3	Scrutiny of the Q3 report setting out the position at the end of December 2019	Andrew Edwards, Matt Hall	Work programme

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Task and Finish Group Rolling Programme

Title	Type of TFG	Membership	Focus	Current Status/ timetable	Officer Contact	ADSO Support	Recommendations
Joint							
None in progress							
TFGs in Progress							
Fire and Rescue Service	ECFSC	Simon Oakley (Ch), Michael Jones, Andrew Baldwin, Ann Bridges, Francis Oppler, Lionel Barnard.	To act as a critical friend to development and implementation of action plans arising from the Integrated Risk Management Plan, specifically work on the recruitment and retention of on-call firefighters, and on our emergency response standards.	TFG has met twice and reported interim points for consideration by the FRS - in respect of recruitment and retention of retained firefighters. The TFG is currently considering whether to meet once more in respect of this specific topic, or whether to wind up the TFG and produce a final report.	Ninesh Edwards	Jenna Barnard	
Contract Management Reconvening TFG	PFSC	Nigel Jupp (Ch) Duncan Crow Carol Purnell Sean McDonald James Walsh Kate O'Kelly Michael Jones	TFG to reconvene a year after the original TFG report. This time will enable the new structure and operating model to be set up. To review/monitor progress of the recommendations made by the original TFG in July 2018. The TFG will also review how the Council has introduced and embedded the requirements of the Social Value Act and the procurement governance arrangements requested by ECFSC.	1st meeting took place in September 2019 to review progress in actioning recommendations. 2nd meeting took place in October 2019 to review the Social Value Act and procurement governance arrangements. 3rd meeting scheduled for late Nov - cancelled due to change in membership of the Group (Nigel Jupp and Duncan Crow not eligible to sit on the Group as they are now Cabinet Members). A new date will be scheduled as soon as possible to agree the Group's final report.	Susanne Sanger	None	
Small Schools	CYPSSC	Hilary Flynn (Ch), Dawn hall, Kirsty Lord, Karen Sudan, Stephen Hillier, Maria Roberts	To provide scrutiny on the small schools process, to feed into the Cabinet member decision.	First two meetings have taken place (28 September and 24 October. Final meeting taking place on 4 December 2019, reporting to Seletct Committee in January 2020.	Rachel Allen	Rob Castle	

PROPOSED TFGs							
What Matters to You? Survey	PFSC	TBC	To contribute to the design and questions included within the next What Matters to You? survey to ensure it better reflects what Members need to know in relation to resident priorities.	To be timetabled ahead of the next survey in 2020.	Susanne Sanger		
Completed TFGs (to be reported through PFSC)							
Contract Management	PFSC	Roger Elkins (Ch), Duncan Crow, Joy Dennis, Nigel Jupp, James Walsh, Kate O'Kelly, Chris Oxlade	To review the contract management and monitoring arrangements in place at WSCC.	Three meetings of the Group took place during April and May 2018. The final report and recommendations were presented to PFSC in July 2018.	Susanne Sanger	Lisa Sampson	Final report was accepted by PFSC in July 2018. The Cabinet Member for Finance accepted all the recommendations included in the report (October 2018).
Local Assistance Network (LAN)	HASC	Pat Arculus, Kevin Boram, Ann Bridges, Anne Jones, Brenda Smith, Bryan Turner (Ch), James Walsh	To review the proposed Cabinet Member for Adults and Health strategic budget option decision regarding the level of funding provided by the County Council to the Local Assistance Network.	A one off meeting was held on 13 November 2019. A letter of conclusions and recommendations was sent from the Chairman to the Cabinet Member for Adults and Health on 19 November.	Helena Cox	Rob Castle	A letter of conclusions and recommendations was sent from the Chairman to the Cabinet Member for Adults and Health on 19 November prior to Cabinet considering the decision on 3 December 2019.